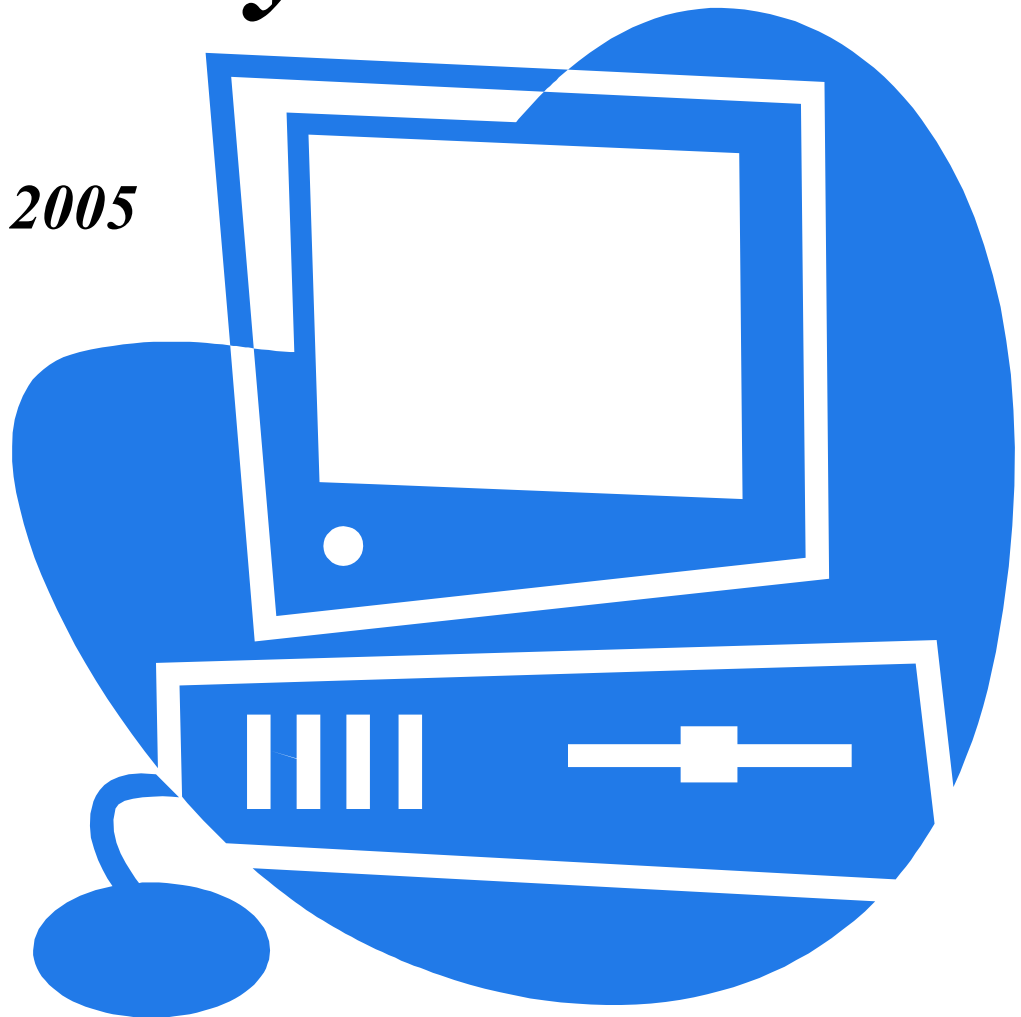


Missouri IT Environmental Scan Summary

February 2005



Missouri Information Technology Services Division

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Missouri IT Environmental Scan Summary

Executive Summary

Of key importance to a new administration is awareness of information technology trends and issues related to Missouri State Government. In order to discover these trends and issues, an IT environmental scan was conducted, comprised of twenty-three questions, covering the following six major topic areas: Forces/Trends, Key Resource Controllers, Competitors/Collaborators, Customer Needs and Expectations, Internal Capacity, and Mandates/Directives/Guidance. Conducted during February 2005, this summary reflects responses provided by twenty-three agencies and the subjective conclusions of the reviewer. The following pages provide the detailed agency responses organized by the six major topic areas with a summary at the beginning of each area.

With the current environment of uncertainty due to challenging budgets and the early stages of IT consolidation, it was encouraging to discover that no “train wrecks” appear imminent. Agencies seem to be aware of potential legislative impacts to their business areas and will explore grant and alternative funding opportunities as a consequence of proposed budget cuts. After reviewing the responses for each topic area, four overreaching subject areas emerge; citizens, business partners, IT staff and IT consolidation. Below are the four major subject areas and proposed initiatives developed from the agency responses.

Citizens

- Increase the number of online services
- Provide language options for non-English speaking citizens
- Expand web presentation capability to be utilized by PDAs, cell phones, etc.

Agency Business Partners/Management/Users

- Provide high-level sessions on project management and software development life cycle
- Promote business process improvement reviews prior to automation
- Identify opportunities for information sharing across agencies

IT Staff

- Identify training needs and create training plans, maximizing use of MOTEC
- Provide salary increases when possible, recognition, flexible work schedules, performance-based incentives
- Create strategy for potential staff losses due to budget cuts, retirements, recruitment by private sector, etc.

IT Consolidation

- Identify opportunities for consolidation to reduce redundancy (e-mail servers, networks web development, etc.)
- Continue development of enterprise architecture and standards
- Provide agencies with IT consolidation operational details/direction, business rules, etc.
- Create common methodology for agency work requests and prioritization that reflects agency and statewide needs
- Develop communication plan to reach all IT staff levels of each consolidated agency

Forces/Trends Summary

Are there changes in the *political environment* that impact us? What is the expected impact?

Key Trends/Issues:

- Enterprise approach for IT standards, collaboration and optimization of resources
- Cost savings with standardization and efficient use of resources
- Possible reduction in service levels with IT consolidation
- Budget cuts could negatively impact IT community
- Perception of ownership – “who’s in charge”

Action Needed:

- DESE will require application changes for upcoming change in school funding formula
- IT centralization – operational details such as service level agreements, standards, organizational reporting structure, etc., need to be determined and communicated

**Missouri Environmental Scan Summary – Agency IT Divisions
February 2005**

FORCES/TRENDS

I = importance if occurred P = probability of occurring

Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there changes in the political environment that impact us? What is the expect impact?	DESE	There are advantages to being one large IT shop, such as those wanting to concentrate on maintenance vs. new development being able to do so. Also, there could be opportunities to learn new toolsets and techniques.	9	7	Depending on how/if the networking area is combined, if development and test web servers and databases are centralized and restricted, access and development time could be impacted. School funding formula changes requiring related application changes. IT consolidation – could reduce service levels. Loss of ability to provide services to clients in timely manner.	9 10 8	7 7 8	
<i>Additional comments:</i> Change in Administration IT Services Consolidation	DHSS	Standards can finally be realized. Great chance for collaboration and optimization of resources.	10	10	Cost benefit must be realized early for success. Resources may not be ready available (\$\$). Staff not conditioned to think outside agency box.	8	8	O = yes T = yes
	DHE	Single party control of legislature and Governor's Office (no direct DHE IT impact expected). Governor Blunt's focus on IT and efficiency (high potential for DHE IT impact).			Term limits (no direct DHE IT impact expected).			Strategy will be proposed.
	MSHP	Additional emphasis on public safety.	3	4	Emphasis on budget cuts may trickle down.	4	3	
	House	Eliminate ineffective personnel at all levels of IT. Force standardization and centralization amount the state IT	10	10	We need to ensure that automation programs will be funded because of the savings that they can provide in functional areas. I believe that the threat is that we will spend less on IT			

		community. Propose automation of business functions that will save money in non-IT areas.			during a time when we really need to spend more. We need to restructure the state IT community to reduce the threat that the current territorial change resistant structure poses.			
	MDI				Insurance companies want/demand consistent regulation across all states. For the past several years the federal government has probed “federalization” of insurance regulation. This would greatly impact how insurance is regulated in Missouri and could impact consumers in the future, as they may not get the protections or service levels they previously had with state regulation.	7	5	
Division of Workers’ Comp Workers’ Compensation reform is a top priority of the new state government administration. Division of Emp. Security: Section 903 of the Federal Social Security Act and the Federal Unemployment Tax Act (FUTA) set forth broad coverage provisions, some benefit provisions, the federal tax base and rate, and administrative requirements. Each state designs its own unemployment insurance (UI) program within the framework of the federal requirements. The DES could potentially be	DOLIR	<i>Division of Workers’ Compensation:</i> Will require a business analysis and data strategy of all areas of the business, resulting in improved efficiency and customer relations. Will improve business relationships with employers and insurers within the state. Increase the number of employers doing business within the state providing employment opportunities. Take a more proactive approach in working with customers. <i>Division of Employment Security:</i> An increase in receipts from the residual FUTA would be automatically appropriated and credited to the employment security	10 10 10 10	10 7 6 3	<i>Division of Workers’ Compensation:</i> Possible increase in dissatisfied customers may increase workload. <i>Division of Employment Security:</i> A decrease in receipts from the residual FUTA would be automatically appropriated and credited to the employment security administration account, which is one of three accounts in the Federal Unemployment Trust Fund (FUTF) that funds the Federal-State employment security program. This reduction could threaten the necessary funds are available for the administrative grants (Base Grant) that Missouri receives to administer its UI program. Likewise, it would not protect the funding necessary for the federal unemployment and extended	10 10	10 3	

<p>impacted if there are changes in the federal political environment regarding the Social Security Act or FUTA.</p> <p>Law Changes.</p> <p>Division of Employment Security Appeals: Not aware of any.</p>		<p>administration account, which is one of three accounts in the Federal Unemployment trust Fund (FUTF) that funds the Federal-State employment security program. This would ensure necessary funds are available for the administrative grants (Base Grant) that Missouri receives to administer its unemployment insurance (UI) program. Likewise, more receipts would help guarantee the availability of funding for the federal unemployment and extended unemployment compensation accounts.</p> <p>New programming will be needed.</p>	10	9	<p>unemployment compensation accounts.</p> <p>Shortage of staff to meet the deadlines.</p>	10	9	
	Lottery	<p>Education funding is a priority for the new administration. Budgetary issue related to education will likely be a top issue in the legislature. Lottery profits are used solely for education.</p>	6	10	Unknown			No
<p><i>Additional comments:</i> Reference Governor Blunt's FY06 budget recommendations.</p> <p>The direction of Missouri State Government is to centralize IT in order to provide more efficient services while using fewer financial and human resources.</p>	DNR	<p>A more efficient state government. Reducing costs while increasing service levels.</p> <p>Examine and improve the permit process to make DNR more responsive.</p> <p>IT consolidation/centralization facilitates an enterprise approach to networks, applications, etc.</p> <p>Analyze IT resources for sustainable business use.</p> <p>Guidelines for development and use</p>	10	10	<p>Time frame for IT consolidation / centralization.</p> <p>Reduction of funding.</p> <p>"Upfront" costs are often viewed negatively but must occur to limit long-term costs.</p> <p>Skills and numbers of existing staff – current staff may lack skills for an area where they are needed and initial versus long-term staffing levels.</p> <p>Perception of ownership.</p>			O = Yes. The goals have been proposed via Governor Blunt's budget recommendations. Strategies to meet these goals need to be developed.

		of IT resources. Better relationships.			Responsiveness in a centralized environment is a concern. With IT centralization it is unclear who is in charge.			
<i>Additional comments:</i> Political climate toward “smaller government” but without lower expectations of service.	DMH		7	7				Looking for operating efficiencies and eliminate – outsource less efficient or less vital functions.
	MOREnet	Appropriations require outcomes, we have long measured and tracked our performance.	10	10	A. Uncertainty (new legislators, need to educate about our value). B. University IT consolidation (personnel changes). C. Privacy Laws (HIPAA, FERPA, CIPA, SIPA, etc. and evolving interpretations). D. SB1082 threats. E. Pro-business, privatization, shrinking political support for “public goods”, basic research. F. Potential changes in land grant legislation.	10 10 5 10 10 1	10 5 10 7 4 3	O = We have measures in place, including historical data Threats: A. Yes, underway B.. No C. Yes, underway D. Yes, underway E. No F. No
	OSCA	The Judicial Branch is non-political. There will be a change of administration. Term limits are in force.	5	10				O = MCA already in place.
	PSC	Change in upper management gives an opportunity to assess processes, ask questions and make changes that improve processes.	10	7	Knowledge management challenges may cause inefficiencies while processes are being learned.	8 6	7 6	No

		Since the September 11 incident, there is much more focus and interest in homeland security (which obviously includes safe utilities).	9	7				No
		Term limits – will impact/change advocates for utility regulation.	8	7				No
		Unionization	7	8				No
		Budget shortfalls have prompted thoughts of reorganization of state government.	8	7				No
	DOR	Contract agent office changes.			Reorganization many times has a “disorganization” phase before efficiencies are realized. If IT is reorganized, services may temporarily suffer.	8	10	Strategy will be proposed.
<i>Additional comments:</i> IT Consolidation	SEMA	Better efficiency and use of resources.	10	10	Acting too quickly may hinder the effectiveness and trust in the consolidation.			
<i>Additional comments:</i> The Governor is interested in information technology and seeing that it is consistently administered, does not duplicate efforts and is cutting edge. This will result in standardization and consistent architecture, consolidation of some IT functions and process streamlining. The Governor has stated that Medicaid spending will be reduced. This will result in program changes. The President’s proposed	DSS	Facilitate alignment of IT goals and customer goals. More efficient use of IT resources that will span the needs of several departments instead of duplicating roles in every department. Reduce the state’s expenditure on Medicaid. Raise or reduce caseloads.	8 8 6	9 10 8	If this is viewed only as a cost cutting measure there is a risk of diminishing the ability to complete effective IT projects that provide efficiencies in government. Due to budget cutting, staff reduction and staff uncertainty. Often improvements in IT processes and products are discovered by agencies collaborating on the administration of the same product. Requires changes to Medicaid policy which in turn results in programming changes for computer systems. Will require computer programming changes to comply with regulations.	7 7 6	7 7 8	

changes in Social Security and HHS will result in state DSS policies changing.								
<i>Additional comments:</i> The pressure to more closely align MoDOT underneath the Executive Branch.	MoDOT	MoDOT data center/facilities could be expanded to serve other state agencies. Access to MoDOT applications could be provided to other state agencies, citizens or related entities.	8	4	Legislative proposal to have MoDOT director report to Governor. Increased bureaucracy in providing services.	8	2	O = Strategy will be proposed. T = No
	STO	Being an elected official's office, always the possibility of a new treasurer taking office every four years creating a new direction for the office.			Being an elected official's office, always the possibility of a new treasurer taking office every four years causing the possibility of having to abandon current projects.			
<i>Additional comments:</i> Although we have a new Governor, it's uncertain as to any political changes which will impact our division directly.	DPS							

Forces/Trends Summary

Are there any changes in *social trends* that impact how we do business or the products we provide? What is the expected impact?

Key Trends/Issues:

- Customer more technology savvy, requiring need for more online services delivered via PC, PDA, cell phones, smart phones, etc., in 24x7 environment
- Opportunity exists to make employees more mobile and productive by utilizing various technology delivery methods
- Use of PDAs, cell phones, smart phones, etc., has impact on application design, security, privacy, staff resources, network
- Non-English speaking service demand increasing

Action Needed:

- Security and privacy issues and acceptable use policies should be addressed for use of PDAs, cell phones, smart phones, etc.
- Need non-English speaking options available for portal and other delivery methods of state services

**Missouri Environmental Scan Summary – Agency IT Divisions
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FORCES/TRENDS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any changes in social trends that impact how we do business or the products we provide? What is the expected impact?	DESE	More people using Internet – can find and utilize information in a more timely manner.	5	6				
	Ethics	The public becomes more concerned about where candidates get their money; we must increase our online availability of information.	4	3				
<i>Additional comments:</i> Health Emergency Response Disease Prevention and Surveillance National Directive for Electronic Medical Info Exchange Increase in Senior Population	DHSS	Seamless flow of information between all providers (physicians, hospitals, lab, state, etc.). More intelligent solutions for senior citizens (choices). Movement of senior care to home and community care. -Less use of long-term care facilities, IT and increased need for automation to handle increased workload for home and community services. -Employing more mobile workforce automation to facilitate home visiting Better surveillance provides for prevention which is more cost effective than treatment.	8	8	Change in federal priorities. State resources not prepared for change. More clients serviced by antiquated and non-existent IT systems.	8	8	Yes, a strategy will be proposed.

	DHE	<p>Increased need for an educated workforce (expected to increase need for collaboration with DED, which may have a DHE IT impact).</p> <p>Increased student borrowing (no direct DHE IT impact, but will impact DHE IT customers).</p> <p>Increased student borrowing (no direct DHE IT impact, but will impact DHE IT customers).</p> <p>Increased ability for work to be done from anywhere (telecommuting, PDAs, etc.).</p> <p>Increased access and use of the Internet.</p>						
<p><i>Additional comments:</i> I see a couple of important social trends. First, there is the trend for the citizen to expect more and more government services to be available online. The impact of this is that the customer now expects to be able to file for a business license, renew their professional license, order a copy of their birth certificate, etc. in an online environment.</p> <p>The second social trend that I see having a major impact on us the proliferation of smart phones and PDA cell</p>	House	<p>First Trend – (online expectations)</p> <ul style="list-style-type: none"> Putting applications online helps us to automate processes that may have previously been manual. Online applications may also reduce both our functional resource requirements as well as the need for as many brick and mortar facilities. By meeting this social expectation we can actually lower overall state expenditures while providing greater service to our customer. <p>Second Trend – (PDAs and Smart Phones)</p> <ul style="list-style-type: none"> The opportunity exists to increase customer access by 	9	10	<p>There are now virus programs and firewalls for PDAs that can make them more secure. Also there are software and biometric devices to help control unauthorized access.</p> <p>We should be controlling proliferation of these devices through Acceptable Use Policies and enforcement until we can make sure that the devices can be secured.</p>			

phone combinations. The impact of this is that our users are expecting these devices to work on our network and with our systems. This has huge implications on security, privacy, and staff resources. Additionally the public will expect our online systems to work on these devices as well. This will have a large impact on our system design.		<p>making our online applications accessible to smart phones and cell phone/PDA combinations.</p> <ul style="list-style-type: none"> The opportunity exists to make our internal users more mobile and productive by adding these type devices to our networks and systems. 						
	MDI	More Missourians are technology-equipped, providing an opportunity for more electronic/web-based services.	6	5	Technology demands can out-pace our ability to provide electronic services if expectations are not managed.	6	5	
<p><i>Additional comments:</i> Division of Workers' Comp Increased numbers of immigrant workers in the workplace. Cultural barriers could prevent employees from receiving adequate on the job training resulting in more injuries.</p> <p>Increased number of lawsuits, particularly in medical malpractice, resulting in higher medical costs which is one of the main cost drivers in Worker Compensation.</p> <p>Division of Emp. Security Employers and claimants are becoming more advanced technologically,</p>	DOLIR	<p>Division of Workers' Compensation: Providing additional on the job training which would reduce the number of work related injuries.</p> <p>Limits will be put on recovery damages from lawsuits, causing medical costs to decrease and reducing the amount of Workers' Compensation insurance premiums for Missouri employers.</p> <p>Division of Employment Security: Providing customers with access to technological and non-English speaking services would save staff time.</p> <p>Division of Labor Standards: Provide more services via the Internet.</p>	5	4	Division of Workers' Compensation: Workers' Compensation insurance premiums will continue to increase, due to higher medical costs.	10	4	
			10	6	Division of Employment Security: Non-technical and non-English speaking customers who are unable to understand policies and procedures require more staff time.	5	4	
			5	4	Division of Labor Standards: More Missouri workers will lose health coverage.	8	7	
					People unable to speak English would not understand policies and rules.	8	7	
			6	9	Division of Emp. Security Appeals: There is a gradual trend of using more interpreters in hearings, and a wider variety of languages (such as Bosnian)	5	9	

<p>(e.g., Internet savvy) and are increasingly expecting the division to have these services available to them. Furthermore, it seems to be more “socially acceptable” for unemployed workers to claim UI benefits than ever before. There is also an increasing number of non-English speaking customers who need interpreters.</p> <p>Division of Labor Standards Public getting greater access and more comfortable doing business with government via the Internet.</p> <p>Grow in non-English speaking population.</p> <p>Greater emphasis on the “business environment” than regulation and enforcement of labor standards.</p> <p>More part time and casual workers without benefits.</p> <p>Division of Emp. Security Employers and claimants are becoming more technologically advanced (i.e., Internet) and increasingly expect it from us.</p> <p>There is a gradually</p>		<p>More non-English information would cover a larger part of the population.</p> <p>Division of Emp. Security Appeals: Provide customers the ability to do some business with us online 24 hours a day. This would save staff time and greatly improve customer relations. Primary areas of concern are: filing an appeal online and updating contact information for upcoming hearings.</p>	<p>5</p> <p>10</p>	<p>7</p> <p>9</p>	<p>for both employers and claimants.</p> <p>It is easier to file a UI claim by phone or Internet and the maximum benefit amount is much higher than it was several years ago. Since it is easier, more lucrative, and more socially acceptable to file UI claims, we are seeing an increase in the number of claimants and especially professionals (i.e., doctors, lawyers, etc.) willing to file UI claims and appeals. This higher benefit amount also tends to motivate employers to appeal unfavorable decisions more often.</p>	<p>6</p>	<p>9</p>	
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<p>increasing number of citizens that do not speak English well and need interpreters.</p> <p>It tends to be easier, more lucrative, and more socially acceptable to claim UI benefits than ever before.</p>								
<p><i>Additional comments:</i> Gaming options have increased dramatically over the last 20 years for the citizens of Missouri and the nation as a whole. Players want games that provide results immediately.</p>	Lottery	<p>After 20 years Lottery generally has strong support of public; continued public/player support requires periodic freshening of games or new games that provide results faster and with more interactive fun and entertainment.</p>	8	8	<p>Lottery sales/profits are being negatively impacted by the growth of illegal gaming (illegal pull-tabs and gray area VLT's). Younger adults are not playing traditional lottery games because they don't compare well with other forms of interactive entertainment.</p>			Continual
<p><i>Additional comments:</i> Computer literacy continues to increase and the public (as well as industry) expects the state to provide web-based services to facilitate increased efficiency.</p>	DNR	<p>Environmental awareness increases as well as the expectation that data/information will be available and very easily accessed.</p> <p>Business transactions via the web – automated processes cost less than manual processes.</p> <p>Expanding customer service.</p> <p>Geographic Information Systems (GIS) will significantly impact the way we present information.</p> <p>More use of brown fields or previously developed land makes it more important to track the historical use of properties and requires the consolidation of data.</p>	10	10	<p>Failure to provide adequate, accurate data to the public may cause health and economic harm.</p> <p>The affect on service levels if IT functions are outsourced.</p> <p>Ability to meet short-term needs.</p> <p>Capacity: the availability of adequate resources and technologies.</p> <p>Perception that IT will not be available at all levels of the business.</p> <p>Unfair distribution of IT resources.</p>			Yes. State's IT architecture and web portal initiatives will provide the strategy.
<p><i>Additional comments:</i> Expectation of 24x7 service and access to information.</p>	DMH		5	9				Yes – Plan for high reliability systems. Need

								24x7 call centers.
	MOREnet	A. Education as a priority, especially K-12 B. Increased penetration of technology in society C. Desire for ubiquitous access to resources D. More for less, especially in technology E. Designer degrees F. Acceptance of Telemedicine (especially in rural areas)	10 9 8 - - 9	10 10 9 9 9 9	Conflict with urban vs. rural, social issues	5	8	A-F – Yes, underway. T- No
	OSCA	Growth of technology acceptance and use of the Internet.	5	10				Missouri Court Automation Committee already in place.
	PSC	Increased number of Hispanics in Missouri (need to develop communication/cultural skills with utility customers and future PSC employees; could impact PSC recruitment/hiring; not possess needed skills for outreach to Hispanic utility customers. Increased number of elderly in state; more vulnerable with fixed incomes unable to keep up with rising utility costs. Increased use of deregulated telecommunication services (wireless technology), increased usage of Internet to make long distance calls, increased use of calling cards. Scams	7 6 5 4	10 10 10 7				No No No No

	DOR	<p>Aging population will increase PTC claims, Homestead applications. Could affect driver licensing actions.</p> <p>Mobility issues in an aging population may make it more difficult to use field offices to transact business. However, demographic studies show older adults are the fastest growing segment of Internet user market.</p> <p>If commercial businesses can be available 24/7, why can't state government?</p> <p>Technology is an enabler for the disabled. More government services offered electronically and properly can dramatically affect the ability to remain independent.</p>	7	10	<p>IT security issues are growing at the same rate as IT advances. Code that just works is no longer acceptable. It has to be robust against a whole host of hacker schemes.</p>	7	7	<p>Yes</p> <p>Yes</p>
<i>Additional comments:</i> A greater use of technology and the Internet.	SEMA	Offer more services online with a lower cost and personal need. Better technology will allow more functions to operate on less equipment.	7	8	Expectations of customers is increasing. Greater vulnerabilities to viruses and hackers from online activity.	7	8	
<i>Additional comments:</i> Use of the Internet by citizens increases the expectations for online access to information and resources. This will result in the need to provide self-service systems for the citizens.	DSS	<p>Provide more information to citizens in a timely manner, additional delivery systems for services and information.</p> <p>Majority of population produces revenue at the top of their earning potential.</p> <p>DSS is implementing hardware and software tools to protect against viruses and attacks.</p>	7	7	<p>Internet-based systems have a higher risk of security and privacy breach than internal-based systems. Creating and maintaining Internet-based systems require additional skill sets and technical knowledge.</p> <p>As the older population ages out of the work force it will increase the need for state services in medical assistance and nursing home services, resulting in additional computer program changes.</p> <p>Resources that were used for</p>	8	8	
Population of Missouri becoming older. They are at the top of their earning potential but they are beginning to require			5	9		5	7	
			9	9		9	9	

medical and nursing home services. Identity theft, computer virus infestations, spam and other destructive computer programs are resulting in more effort and money being spent on security and protection of computer resources.					programming and adding function are now used to protect computing assets.			
<i>Additional comments:</i> Increased demand for working from home for both citizens and state employees. Increased use/dependence upon the Internet.	MoDOT	Reduced costs – facilities, environment, etc., and increased citizen/employee satisfaction.	5	8	Security, fraud, abuse.	8	8	Yes
	STO	A social trend impacting the STO is the general public wanting to use the Internet to do business with the office. This is creating new development projects for our office.			A social trend impacting the STO is the general public wanting to use the Internet to do business with the office. This could create backlogs or not having the appropriate skill set or staff to complete.			
	Veteran's	Change in workload as returning Iraqi/Enduring Freedom Military Personnel transition back to civilian life and become veterans seeking assistance and apply for VA benefits.	10	10	Increased workload for limited staff and current budget restraints that limit our resources.			Yes, budget request.
<i>Additional comments:</i> One of the Governor's comments in the State of the State address ranked Missouri last in combating youth smoking. Our division enforces tobacco laws, but does not "regulate" the industry as we do for liquor. The	DPS	The division has an opportunity to lead the state to combat youth smoking.						

expected impact would be more regulation/education for smokers.								
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Forces/Trends Summary

Are there any *economic changes* that will impact our customers and therefore our performance? What is the expected impact?

Key Trends/Issues:

- Budget shortfalls will adversely impact IT projects and resources
- Economic downturn will increase the workload for state services that serve the unemployed
- Improved economic conditions will increase the demand for state services related to new businesses, licensure, permits, taxes, etc.
- Internet now more affordable and available, thus increase in demand for online services
- Reduced state budgets may result in increased demand to automate business functions to save money
- Improved economy could result in losing IT staff to private sector

Action Needed:

- Plans/strategies for workforce should programs and staff be eliminated by budget cuts
- Retention/recruitment strategies if economy improves and results in staff exodus to private sector

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any <i>economic changes</i> that will impact our customers and therefore our performance? What is the expected impact?	DESE				Increased federal or state revenue could result in additional programs implemented – more applications needed.	10	7	
<i>Additional comments:</i> Medicaid and health-related services	DHSS	Baby boomer generation may be more equipped to fund their medical choices (flexibility).	7	6	Distribution of resources to rural areas could be much less.	6	5	
	DHE				Proposed budget (DHE IT impact) Increased cost of higher education (impacts DHE IT customers)			
	MSHP	Improved economy may provide additional opportunities to fund public safety initiatives.	4	3	Downturn in economy would have a negative impact on budgets.	4	3	
<i>Additional comments:</i> Internet, especially broadband, is becoming more and more affordable and thus more universal. State budget is going to have to be significantly cut which should increase the need for technology. As economy gets better, especially IT economy, we risk losing our better employees to the private sector.	House	Trend 1 (internet) a. Online apps and information reach more people. b. Internal Internet cost should be falling as well Trend 2 (budget) a. Opportunity to increase automation (if funded) b. Opportunity to explore new ideas and look for a new paradigm Trend 3 a. Should provide the opportunity to provide new	7 10 17?	10 10 10	Trend 1 (internet) I see no threats other than increased expectations discussed earlier. Trend 2 (budget) I believe that the threat is that IT will be cut along with everything else. My feeling is that although there may be a lot of money to be saved in the IT area, that the saved money would be better spent automating business functions, which would then save even more. Trend 3 (employees) The threat here is that we will lose our			

<p>defense against the ripple effects of unemployment. Through payments made directly to eligible, unemployed workers, it ensures that at least a significant proportion of the necessities of life, most notably food, shelter and clothing, can be met on a week-to-week basis while a search for work takes place.</p> <p>As a temporary, partial monetary replacement to the unemployed, UI benefits are of vital importance in maintaining purchasing power and in stabilizing the economy. Research shows for each dollar of UI benefits paid, \$2.15 on average in Gross Domestic Product (GDP) is generated through the multiplier effect. Without UI benefits, the GDP would decline an additional 15 percent on average during recessions.</p> <p>Specifically, the purpose of the UI program is to provide partial protection for workers against loss of wages during a period of involuntary unemployment. The UI benefits paid to insured Missouri workers bolster the economy of the state during periods of</p>		workload levels.			level would affect existing workload levels.			
		Collection of more tax and pay less employment.	5	2				
		Div. of Employment Security Appeals						
		When the economy is improving, and unemployment is going down, the number of claims and appeals generally go down. Also the appellants may be less aggressive about appealing UI determinations.	8	9	<p>In times of economic downturn, the amount paid out of a state's trust fund for UI benefit claims may exceed the amount paid into it by employers. A state is required to borrow unemployment compensation funds from the Federal government if the state's trust fund becomes insolvent (US Code Title 42, Chapter 7 Subchapter XII). The Federal government considers the balance a cash transaction and charges no interest if the state repays all the money borrowed by September 30 of the same Federal fiscal year (October 1 – September 30) it is borrowed, and the state does not borrow again until at least January of the following Federal fiscal year (October 1 – September 30).</p> <p>Federal funding could be reduced.</p> <p>Division of Emp. Security Appeals: When economic conditions worsen and unemployment is higher, the following may occur:</p> <ul style="list-style-type: none"> • Number of UI claims and appeals increase. • The number of employees discharged by employers are higher, therefore increasing the number of UI benefit claims and appeals. • Claimants and employers may be more aggressive about appealing unfavorable determinations, and 	5	5	
						8	9	

<p>economic recession by helping to maintain the level of consumer power.</p> <p>As employers put more people to work, there will be less unemployment.</p> <p>Div. of Emp. Security Appeals The economy and unemployment impact the number of claims and appeals for UI benefits, as well as contributions (tax) paid by employers.</p>					<p>some employers will appeal every claim.</p> <ul style="list-style-type: none"> Higher number of claims tends to increase the tax rate for related employers. This could lead to an increase in the number of tax-related appeals as well as employer appeals of benefit determinations. 			
<p><i>Additional comments:</i> Economy generally has little impact on Lottery sales/profits.</p>	Lottery		2	10				No
<p><i>Additional comments:</i> All businesses will continue to operate with tight margins.</p> <p>New business will necessitate more permits, a better permit process, and generate additional environmental concerns.</p>	DNR	<p>Support for consolidation / centralization.</p> <p>Better collaboration with other agencies (to include data sharing)</p> <p>Improved economic environment will increase the need for IT resources and data</p>	10	10	<p>The inability to meet demand, or provide essential services.</p> <p>Inadequate funding and unskilled staff.</p> <p>Perceived cost of doing business in Missouri.</p> <p>With continued downsizing of state government, more critical responsibilities may pull funds that have been used for IT. How can/will IT compete with education, health, etc.</p> <p>Lack of support for current applications would have a significant negative impact on the state economy (water management issues).</p>			Yes
<p><i>Additional comments:</i></p>	DMH							

Increasing gap between wealthiest and poorest citizens.			8	9				Yes – state needs to be sure information and services are accessible to all. Technology can help, using public libraries, etc.
	MOREnet				Revenue shortfall	10	10	Yes, underway
					Potential withhold/cuts	10	10	Yes
					Impact to tax dollars as consumer spending shifts from product to service-based economy	9	8	No
						10	9	Yes, underway
					Potential changes in e-Rate			
	PSC	Growing difficulty of Missourians to pay their energy-related utility bills. (Task force has recently been formed to review the Cold Weather Rule and long-term energy affordability).	7	10	Budget shortfall could curtail availability of training funds, which, in turn, could affect quality of audits.	10	7	No
		Increased access to consumer services and public information to help with educated decisions regarding energy and utility issues.	7	7				
	DOR	Consumer spending trends affect vehicle sales, new and used.	5	6	Economic downturns cause creative tax solutions. Systems must be able to not only handle existing tax processes, but future possible processes.	5	5	O = yes
<i>Additional comments:</i> Shrinking state budgets.	SEMA	The need to explore more efficient ways to do business.	8	8	Not having the funding to implement improvements.			
<i>Additional comments:</i> Economy is growing slowly which results in state revenue increasing but not	DSS	Increase opportunity to serve the public.	5	6	Insufficient funds to serve the public and changes in programs result in need to update computer programs.	5	6	
		Reduce taxes on the citizens	7	6				

sufficiently enough to keep up with the demand for services. Increase in health care costs, reduced federal and state funding.					Change computer programs to adjust to new policy.	5	8	
<i>Additional comments:</i> Rising cost of fuel or other supplies. Lack of performance raises for state employees.	MoDOT				Decreased revenues.	9	8	No
	STO	An economic change impacting the STO is having to do more with less funding. The demand on the office increases, yet the office continually takes cuts each fiscal year. The reliance on technology to speed up business practices and functions is creating opportunities for our development staff.			An economic change impacting the STO is having to do more with less funding. The demand on the office increases yet the office continually takes cuts each fiscal year. The reliance on technology to solve these issues comes at a price that the office may or may not have the resources to accomplish.			
	Veteran's	State and federal funding needed for higher healthcare costs.	10	10	Inability to meet the existing and future needs of our customers with limited staffing and resources.			O = yes, budget request

Forces/Trends Summary

Are there any *technological advances* we can use to be more efficient, effective, or better meet customer expectations? If we introduce new technology, what is the expected impact?

Key Trends/Issues:

- Web services and applications improve efficiency of systems and save staff time
- Expanded use of wireless technology
- Improved data mining techniques
- Fax/copier/scanner/printer machine consolidation to reduce printing/paper and allow documents to be imaged automatically
- Electronic data storage becoming faster, cheaper, more reliable
- Increased bandwidth and integration of voice and data

Action Needed:

- Look for opportunity in network optimization and use of wireless technology
- Maximize use of web services to deliver applications and information
- Consider consolidation of fax/copier/printer/scanner with ability to create imaged files for storage

**Missouri Environmental Scan Summary – Agency IT Divisions
February 2005**

FORCES/TRENDS

I = importance if occurred P = probability of occurring

Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any technological advances we can use to be more efficient, effective, or better meet customer expectations? If we introduce new technology, what is the expected impact?	DESE	The use of Active Directory as a security front end would allow some additional flexibility that is needed for some future features.	10	8	The increase of several thousand users to the system could require additional staff to be able to handle the workload.	9	9	
		Continue transitioning to application development software that is easier to learn and more up-to-date with current operating systems, databases, and compiler levels.	9	9				
	Ethics	Move to web services for 3 rd party vendor filers	3	3				
<i>Additional comments:</i> Citizen broadband Web services delivery (citizens and partners) Wireless Mobile workforce	DHSS	All applications are web-based so that any customer with Internet access can access the electronic systems necessary.	9	9	Not everyone has access to technology. (have vs. have not)	8	7	
		Faster speeds (broadband, DSL, cable, fiber) allow for (video, data, voice) to be maximized. Each day, a hospital or physician's office comes online with electronic medical records using wireless devices to transmit data and access the web. Allows immediate results for sanitarians, surveyors and other employees that provide services at the customer's location. Complete in take onsite print results if needed.	8	8	Obsolescence of old technology. Lack of vendor support, available training, and skilled technologists. Will drive updating to new technology, which will have an associated cost. Overlap of supporting old technology while implementing the new technology.			

O = yes

	DHE	Java/WebSphere “Agile development” methods Web services (Potential impact would be an increase in start-up costs, maintenance)						
	MSHP	Expand use of wireless technology; replace legacy systems with current technology.	9	5	Generally requires significant up-front expenditures to get the projects going.	9	3	
<i>Additional comments:</i> I do believe that we can introduce technology to become more efficient and customer friendly. A partial list is: 1. CRM 2. Voice over IP phone system 3. Performance measurement system 4. Wireless networks 5. More online applications 6. Automation of business systems 7. Audio and video streaming	House	Our opportunity is to use the current political environment as an impetus to get things done.	10	8	Threat is that we won’t have the money in the short term to implement systems that will save money in the long-term. I believe that to solve this catch 22 we need to save money in other areas of IT (connectivity, contractors, ineffective employees, etc.) and funnel it into new programs. We also need to explore all alternative funding mechanisms such as vendor partnerships, beta programs, case studies, grants, etc.			
	MDI	NAIC technology initiatives often closely correspond with Missouri goals. We attempt to leverage our efforts with theirs whenever possible to avoid duplications, speed development of new products and services and reduce MDI costs. We need to constantly be at the NAIC discussion table, if not to be heard, than to listen. This requires	7	5	The MDI often finds itself more closely linked to NAIC’s technology than to other Missouri agencies’ technology. Ranging very far from the NAIC standards could cause unnecessarily complicated data processing, extraction and interchange routines as well as jeopardize MDI’s national accreditation.	7	3	

		technologists with a great deal of MDI knowledge.						
<p><i>Additional comments:</i> Dept. of Labor & Ind. Rel. Provide citizens and customers with web-enabled applications that allow them to conduct their business online.</p> <p>Div. of Workers' Comp. Allow attorneys online access to Workers' Compensation information could allow DWC staff to work on other items than looking up information for the attorneys.</p> <p>Allow small employers / insurers the ability to enter First Reports of Injury through the web.</p> <p>EDI Subsequent Report of Injury will provide DWC with additional information not received today improving the ability to provide more detailed statistics, especially related to benefit information from insurers.</p> <p>Increase amount of DWC outgoing correspondence being sent by e-mail.</p> <p>Provide insurance companies the ability to file</p>	DOLIR	Dept. of Labor & Industrial Relations Enable Missouri citizens and those doing business with the state to conduct their state business online, reducing staff resource requirements, providing a more user-friendly state government, and aligning business applications with current state government initiatives.	10	7	Dept. of Labor & Industrial Relations: Increased IT staff resources and support as current business applications are web-enabled.	10	9	
		Division of Workers' Compensation Save DWC staff resources and be more efficient.	8	8	Must leverage technology where possible and consider the entire business application when identify web-enabling opportunities. Simply adding a web presentation layer on the top of an application running 20-30 year old back end code will increase the support, increase maintenance costs, increase the risk of failure and not provide efficient cost-effective applications that will perform for our customers.	9	9	
		Provide an easier way for small employers/insurers to file their injuries.	8	8				
		Eliminate several paper forms used by insurance companies today, streamlining processes and saving DWC staff resources. Ability to provide better statistics.	10	5	Division of Workers' Compensation: Tendency to move business electronically may allow a savings in DWC staff up front, but could require more support by DWC staff in the back end to deal with inquiries and also requires more IT resources.	9	8	
		Save paper, printing, handling and postage expense. Save DWC and department staff time. Improve timeliness of outgoing correspondence to stakeholders, resulting in more timely and efficient case processing.	8	8	EDI Subsequent Report of Injury will require major business and technological changes for insurers and TPAs to effectively use as a report mechanism.	10	4	
		Secure FTP is offered to no cost to insurers and TPAs, eliminating EDI expense.	8	10	Secure FTP will require technology changes for insurers and TPAs that wish to use this method of transfer.	7	8	
		Division of Employment Security: Will require further business analysis	10	9	Division of Employment Security: Using 35-year old code and continuing	8	6	

First Reports of Injury electronically through secure FTP.		of all areas of business, resulting in improved efficiency and customer services. By taking a proactive approach, technological advances will improve business relations with employers because they will be able to provide information, reports, and funds for paying taxes more easily and conveniently. Using electronic files will improve efficiency in business flow, particularly in claims processing. E-mailing documents and forms could save paper, postage, and staff time for manual processing. Web enabling data sharing between field and central office staff would increase the speed and efficiency of communication.			to build front ends that back ends must support consumes staff time unnecessarily. By not implementing technological advances, some of the federally mandated performance measures have the potentiality of remaining unmet. Customer service would suffer and data sharing would be hindered.			
Div. of Emp. Security Internet filing of UI claims; Internet employer registration; Internet filing of employer quarterly contribution and wage reports; e-mail documents, electronic case files, use of mailroom technologies, web enabling data sharing and, electronic funds transfer of employer UI taxes.					Staff time to implement new technology.	8	6	
					Decreased efficiency and staff productivity due to business applications continuing to run on outdated technology.	10	7	
Give employers and claimants the ability to perform necessary action without state staff intervention.		Better customer service.	10	4	Significant IT resources required for the conversion process.	10	10	
		Improve business applications and leverage technological advances as programs are rewritten for a supported environment, improving efficiency of systems and saving time for DES staff.	8	8	Maintenance costs will continue to increase and risk of production system downtime will increase.	7	5	
Identify and upgrade assembler language programs currently running in the production environment.					Risk of unsupported programs as IT resources diminish due to staff retirements.	9	7	
Acquire an automated tool to assist with documentation and business rules identification for all production programs and systems.		Reduce maintenance expense and eliminate unsupported programs.	8	8	Many production programs and systems are currently not documented, exposing DES and their customers to an increased risk of failure in the event of system problems.	10	6	
		Eliminate IT requirement for resource with this skill set.	10	8				
		Production systems will be documented, assisting IT staff in providing system maintenance as required without an increase in support requirements.	8	5	Significant IT resources and expense will be required to acquire the tool and run the analysis.	9	9	
Enable a business continuity plan that will allow DES to continue to serve their customers in the event of					IT staff are not equipped to support	10	9	

<p>major problems.</p> <p>Div. of Labor Standards Web-enabling data sharing between field and office personnel would increase the speed and efficiency of communication.</p> <p>Div. of Emp. Security Appeals</p> <ul style="list-style-type: none"> • Internet filing of appeals. • Internet access to provide contact information for hearings • E-mail documents for hearings • Digital recordings of hearings • Electronic case files • Automate the tax appeal system (employer contributions). • Improved application for entering legal decisions • Use mailroom technologies • Central fax, better quality printers 		DES will be better equipped to maintain business continuity and daily operations as less experienced IT staff will be enabled to support business applications.	8	5	production applications due to the ongoing retirement of experienced IT staff.			
		As experienced IT staff retire, fully documented business applications will ease the transition and improve cross training for less experienced IT staff that will take over the support and maintenance of programs.	9	7	Missouri employers and citizens will not receive DES services due to lack of an adequate plan, potentially affecting unemployment checks, new unemployment claims and receipt of employer taxes.	10	5	
		DES will continue to provide the best possible service to citizens and employers in Missouri in the event of a disaster or major system problem.	10	5	With out effective disaster recovery and business continuity plans in place, consolidation of IT resources is not effective and will jeopardize the ability for DES to provide adequate services to their customers.	10	5	
		Reduce the dependency on outside entities that do not have adequate data redundancy, contingency and disaster recovery plans in place.	10	5	Extensive resources will be required to implement an effective disaster recovery plan.	10	8	
		Division of Labor Standards: Improve field staff's ability to query division data stores. Opportunity to do more in-depth tracking of the business through the use of data mining techniques.	5	7	Division of Emp. Security Appeals: Enabling the public to more easily appeal via the Internet could potentially increase the number of appeals and the related workload.	7	6	
		Div. of Emp. Security Appeals: Will require a business analysis of all areas of business, resulting in improved efficiency and customer relations.	10	9	Some of the staff, particularly some referees whom do not use computers, may be resistant to training and adapting to newer technologies.	9	9	
		Will improve business relations with customers in that they will be able to give DES Appeals section contact information easier and more			The appeals information system is old and increasingly difficult to change and maintain. It is becoming increasingly difficult to hire and train programmers to work with aging technologies (Assembler, COBOL, mainframe). Newer technologies may	9	9	

		<p>conveniently.</p> <p>Take a more proactive approach in working with customers.</p> <p>Digital recordings will allow easier storage and quicker access to hearing transcripts.</p> <p>Using electronic files will improve efficiency in business flow.</p> <p>Fax machine consolidation would eliminate printing all forms, which will save paper, and allow documents to be imaged automatically.</p> <p>Eliminate manual processes for Tax Appeals.</p> <p>Providing state-of-the-art software to allow referees to enter their own decisions will free up staff time.</p> <p>E-mailing hearing notices could save paper, postage, delivery time, and manual staff processes.</p> <p>Take advantage of mailroom technology to cut staff workload and costs.</p>			allow us to make needed changes and maintenance more easily and efficiently and have more user-friendly systems.			
<p><i>Additional comments:</i> Provide more entertainment value per gaming experience.</p> <p>Provide enhance operational services to Lottery's Retail Base.</p>	Lottery	<p>General – Lottery has, and will continue to utilize new technology to improve Lottery services and entertainment value to retailers and playing public; these are expected to maintain sales and/or provide some annual growth.</p> <p>IT – Develop relationship with</p>	10	10	Other forms of entertainment and gaming will provide better perceived options for players and reduce the amount of consumer discretionary dollars allocated to lottery games.			O = continual

		innovative gaming vendors to deliver more entertainment value to customers. Provide wireless networks to retailers to reduce the Lottery retail network costs and improve installation schedule for new retailers.						
<i>Additional comments:</i> Capabilities/capacity will increase while cost per transaction will decrease. Although this will improve customer service, investment will be required.	DNR	<ul style="list-style-type: none"> • Taking advantage of ongoing consolidation efforts by the EPA are helping to integrate data, improve data integrity, reduce data entry burden and improve data access. • Computing capacity continues to become less expensive. • Web-based services • Wireless connectivity/mobile computing • Geographic Information Systems • Enterprise document management • Data warehousing and standardized reporting • Programming languages are creating opportunities for code reuse on a statewide level • “Freeware” or low cost software options 	10	10	<ul style="list-style-type: none"> • Institutional inertia, organizational structure, and other internal barriers prevent the department from effectively using available tools. • Resistance to the evaluation of business processes that must take place. • Using technologies to reinforce bad business practices • Rate of change does not allow for long planning periods • Business users making technology use decisions versus business needs decisions • “Freeware” is not free – maintenance costs 			O = Yes, state architecture committees
<i>Additional comments:</i> Ubiquitous computing, communications and GIS capabilities.	DMH		8	9				Yes, need to evaluate business value of
	MOREnet	Lack of connectivity in rural areas.	10	10	Decrease supply of fiber.	10	10	O = yes,

		Lack of technical expertise in rural areas.	9	10	Connectivity as a commodity.	10	10	underway for all
		Institutions offer increased access as a competitive advantage.	10	10	Competition (bundled connectivity, phone, cell, content, video, VoIP, etc.)	10	10	T = yes, underway for all
		Access to manage MoDOT fiber.	9	9	Security threats, required knowledge.	10	10	
					Patent hostages (Acacia, SCO UNIX, etc.)	8	8	
	OSCA	Some reduced costs. Enhancements in data backup technologies, emergence of XML and web services architecture. Wide area network capabilities.	10	10	Forced to change our established standards.			O = Court Automation Standards already in place.
	PSC	Increased opportunities to use Internet for communication / information. Opportunities to link with other sites associated with a particular issue, for example, links to utilities for purposes of bill calculations, usage history, etc.	7	10	As agency acquires new technology it runs risk that these expenditures will be perceived to be excessive.			O = No T = No
		PSC website – continue to ensure it's giving users the information they need.	8	10				O = Yes
		Video down streaming will allow educational and information opportunities for employees and public.	7	10				O = No
		Technology allows for meetings and conferences without the expense associated with travel time.	7	10				O = No
	DOR	Technologies such as: • Web self-service • Imaging • Telephone, IVR, call mgmt. • Internal knowledge bases online			GIS – difficulty in getting accurate GIS data	8	5	O = Yes T = No

		<ul style="list-style-type: none"> • Data warehouse technology • Internet Secure File Transfer • GIS – accuracy of addresses and jurisdiction boundaries. <p>Electronic data storage is becoming faster, cheaper and more reliable. Can we reduce/eliminate paper and microfiche storage?</p> <p>Through multiple systems cannot be easily avoided in government many times, technology exists to at least allow similar look and feel through web interfaces. This might reduce learning curve and lessen other inefficiencies caused by having multiple systems for a person to do their job.</p>	8	10			
<i>Additional comments:</i> Wireless networks Blackberry Devices Faster Hardware	SEMA	Ability to implement new technology as part of IT consolidation. Customers will be able to get information quicker and easier.	7	6	Not having the funding to implement improvements.		
<i>Additional comments:</i> Advancements in application development tools, document scanning, enterprise content management, internet access and wireless technology increase access to information for customers and citizens. Advances in security hardware and software. Bandwidth costs have	DSS	<p>Software continues to evolve in the software development and testing areas – advantageous to improved product delivery. Internal to business practices and methodologies. Can deliver services to the client faster and more efficiently.</p> <p>Implement network equipment (routers) that offer embedded security processing (firewall protection), Intrusion Protection System, VLAN support, and integrated service module capability.</p>	8 8	8 8	<p>Additional skills, knowledge and experience are needed to take advantage of latest technologies.</p> <p>Additional skills, knowledge and experience are needed to take advantage of latest technologies to provide adequate network security.</p> <p>Demand for bandwidth continues to exceed what we can afford.</p> <p>Additional skills, knowledge and experience are needed to take advantage of latest technologies and</p>	8 7 8 7	10 7 8 6

decreased so more bandwidth for the dollar is available. Emphasis on centralized administration for servers and workstations allows better maintenance of computer software.		Increased network speeds at the same cost. Better administration of devices with the existing staff due to less need for travel.	7 7	7 7	loss of personnel impacts more customers.			
<i>Additional comments:</i> Telecommunication (voIP, VPN, wireless, etc.) Data/knowledge management and warehousing Intelligent Transportation System Decrease in technology costs	MoDOT	Increase application and use of technology Customer/employee satisfaction Cost savings Improved accuracy of decision making Improved traffic management Better communications with the public and other stakeholders	9	9	Technology outpacing knowledge and capability of current staff. Security Increased expectation level based upon customer use of technology Choosing immature technology	9	9	O = Yes T = Yes
	STO	Technology advances such as wireless networks and accessing the STO network remotely is becoming more of a demand. This does provide the office the opportunity to be available without being in the office.			Technology advances such as wireless networks and accessing the STO network remotely creates several security risks that require resources to be in place to allow for remote access.			
	Veteran's	Upgrade computers with current software to improve work productivity and communication with VA and within our Commission. Increased bandwidth is needed to increase productivity within our Wide Area Network within the Homes Program and Central Office. Upgrade to an Electronic Medical	10	3	Limited budget and staffing restraints will not allow us to meet these needs. Limited budget for nursing staff and assistants has been a challenge to keep retention of staff.			O = Yes, Budget Request and Decision Items

		Records Program that will provide better efficiency and security.						
		More advance website to meet the needs of our older generation of veterans to have them the ability to use our services online.						
<i>Additional comments:</i> The use of blackberry/handhelds would benefit the division.	DPS	This would give our agents in the field a link to our database as well as Internet/e-mail capabilities at the same time eliminating/combining phone/pager usage.	8	8				O = Yes

Forces/Trends Summary

Are there any trends/issues in the *educational field* that may impact our customers or our ability to remain competitive or to achieve results? What is the expected impact?

Key Trends/Issues:

- Emergence of computer-based training (CBT), distance learning and video conferencing
- Use of website frequently asked questions (FAQ's) and online tutorials to present information
- Need for continued IT training during tight budget times in order to keep staff current and productive
- Lack of skill sets to maintain legacy applications
- Need for higher education curriculums that meet IT employer needs and interns as recruitment mechanism

Action Needed:

- Plan/strategy should legacy system programmers leaving due to eliminated positions or enhance retirement offering – result in lack of knowledge to maintain/update critical legacy applications
- Look for opportunities to use CBT as method to save training costs
- Expand use of video conferencing to save travel and staff time
- Use participation on higher education computer science advisory boards to influence curriculum to meet employer needs

Missouri Environmental Scan Summary – Agency IT Divisions February 2005								
FORCES/TRENDS								
<i>I = importance if occurred P = probability of occurring</i>								
Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any trends/issues in the educational field that may impact our customers or our ability to remain competitive or to achieve results? What is the expected impact?	DESE	Computer based training (CBT) and distance learning is getting better and more available. Can reduce costs.						
	DHSS	CBT (computer-based training) <ul style="list-style-type: none"> Allows training that is not available in other venues and more economical to train many people. Training employees on the latest technology improves the performance of the workers and therefore allows the IT staff to provide better customer service. In-house training of non-IT staff allows the department to specialize the training to meet the end users specific needs. Learning Management Systems: <ul style="list-style-type: none"> Allow management of competencies for health practitioners and other service providers. 	7	7	Cost and location of IT training opportunities makes face-to-face, interactive training unavailable. CBT doesn't provide the same quality.			O = Yes
			9	8				
	DHE	Access, accountability, affordability, adult learning, distance education, K-16 partnerships, teacher quality, workforce development, financial			Affordability			

		aid, technology's impact on post-secondary education (impact DHE IT customers which drives IT projects)						
	MSHP	More students are being trained in modern development languages and software.	6	8	Knowledge of legacy systems is virtually gone.	4	8	
<i>Additional comments:</i> The trend at the House and many other agencies is to save money by limiting training and staff development for our IT staff. I believe that this hurts our productivity, customer service, morale, and retention.	House	More in-house and in-state training programs would help solve this problem.	8	8	Need to ensure that training and staff opportunities still exist and that we have the budget to fund them.			
<i>Additional comments:</i> Dept. of Labor & Ind. Rel. Expand citizen and customer information available via the Internet through the use of online training videos, FAQ (frequently asked questions) sites, online tutorials and extensive help text and graphics. Div. of Workers' Comp. Customers may not be fully informed of the Workers' Compensation law as it relates to the filing and processing of injuries and division procedures. Div. of Emp. Security Customers may not be fully informed of the Employment Security law	DOLIR	Dept. of Labor & Industrial Relations A more informed customer that is better enabled to get the information and services they need online without the need for state staff intervention, reducing the number of support calls and assistance required by state staff. Business staff will partner in the design of web access and educational material, insuring that application interfaces are user friendly, and effectively able to be used by our customers to meet their needs. Improve accuracy, reduce errors and reduce turnaround time for receipt and dissemination of system information due to a more educated customer, saving staff resources and improving efficiency. Div. of Workers' Compensation Educated customers will better	9 9 8 7	7 9 7 7	Dept. of Labor & Industrial Relations Increased resources involved in the creation of web-enabled applications and online educational materials. Division of Workers' Compensation This results in more questions to DWC staff and increases information filed incorrectly which increases DWC staff processing time adding to the total cost of processing the injury. Division of Employment Security Uninformed customers trigger more questions to division staff and increase the amount of information filed incorrectly. When this occurs, division staff processing time increases and adds to the total cost of processing the claim, paying the benefit payment, or resolving the employer issue. Div. of Employment Security Appeals	9 7 3	7 5 3	

<p>as it relates to the filing and processing of UI claims, eligibility requirements for the payment of UI benefits, filing of employer registrations and quarterly UI reports, paying of UI taxes and division procedures.</p> <p>Div. of Labor Standards Increased use of FAQ's, online tutorials and access to regulations and laws as it relates to Labor Standards.</p> <p>Increased education in technology and use of computers.</p> <p>Div. of Emp. Security Appeals Online training and video conferencing are becoming more common and economical.</p> <p>Employers educate themselves on employment law and preventing lawsuits.</p>		<p>understand the system, which will improve the efficiency and timeliness of processing injuries saving DWC staff and resources.</p>			<p>Due to employers attending various seminars about avoiding certain types of lawsuits, there seems to be an increasing number of employers that appeal every single claim against them.</p>	7	8	
		<p>Div. of Employment Security Informed customers will better understand the UI program. This will improve the efficiency and timeliness of processing UI claims, benefit payments, and employer contribution functions, which will save division staff time and resources.</p>	3	3				
		<p>Division of Labor Standards FAQ's and online tutorials would result in more self-sufficient customers.</p>	4	7				
		<p>Educated customers will better understand the use of the system, which will improve customer satisfaction and reduce informational requests saving DLS staff and resources.</p>	5	8				
		<p>Div. of Emp. Security Appeals Providing online education and video conferencing to employers could increase employer awareness of the appeals hearing process and reduce unnecessary employer appeals (i.e., appeals on determinations that would not affect their tax rate). This could decrease the number of appeals and improve customer relations with employers. This would save staff travel and workload, and possibly be a preferable alternative to employers</p>	8	8				

		than meeting in person. Staff could also be trained via online training or video conferencing.						
<i>Additional comments:</i> Training for staff and retailers may suffer due to budget reductions. As new technology becomes mainstream, staff must catch up and slows productivity on initial project utilizing the new technology.	Lottery	Better utilize interactive education media for retailer and players	8	8	In tight budgetary times training and educational funds are often the first to be cut or minimized.			O = No
<i>Additional comments:</i> Exposure to information technologies occur at an earlier age, and spatial technologies and web-based services are becoming integral components. Customers could easily be better equipped than state government in these areas.	DNR	Influence/impact college curriculum-provide recommendations Online training Use of web-based systems and GIS More and better qualified IT personnel are now available Consistent increasing numbers of computer literate customers.			High expectations and customer's expectations will continue to increase. Timeliness Higher education's ability to keep up with technology advances.			
<i>Additional comments:</i> Younger generation is very tech-savvy, leading to a generation gap in this area.	DMH		4	5				O = Yes, appropriate technology for target audience
	MOREnet	Emphasis on distance learning for increasing population of non-traditional students. Increasing expectation of individual-sized instruction, often computer or web-based. Day-to-day security demands require	9 8 9	10 8 9	Increased competition from national online schools(Univ. of Phoenix, et al) Customers must apply security training because they represent a risk to networked community. Feds and state are cutting back on professional development funds.	7 10 10	10 7 10	O = Yes T = No T = Yes, complete for security training

		day-to-day security education and information.						
		Requirements for adaptive computing.	9	10				
	OSCA	Computer-based training (CBT) Web-based training (WBT) Video conferencing						Judicial Education Commission already in place.
	PSC	Computer-based training (e-learning) Increased use of video conferencing. Complexity of utility regulation leads to customer need for education with objective information.	7 7 8	10 10 10				O = No O = No O = Yes
	DOR	Monitor IT education trends – do we have the future programmers coming down the pike? With an increased level of education in society, what will that do to our processing areas? How will they need to change? If we move to more online services, with less paper to process, how will that change the way we operate?	7	5	With the current downturn in demand for IT workers, rapid technology changes and international outsourcing, some are questioning the value of the educational investment. Finding technically qualified workers may become increasingly difficult. College grads are less interested in working in older technologies.	7	7	O = No T = No
<i>Additional comments:</i> Shrinking budgets have limited training to staff.	SEMA	Computer-based training and MOTEC are making training more affordable.	8	8	Staff will be behind the learning curve and ability to efficiently use new technologies.			
<i>Additional comments:</i> Customers would like opportunities for distance learning. Web and client-centric training is available. Need for more IT training, including education in	DSS	DSS has an opportunity to provide a network infrastructure that will allow DSS programs to provide web-based training to customers. Internship/recruitment programs; more training would enable DSS to provide better support for newer	8 7	5 7	DSS will provide support for current applications, but will not be able to support higher bandwidth applications such as web-based training. Could not provide new technologies without proper education. Lack of mainframe technology education	8 8	8 8	

mainframe technology.		technologies.			makes it increasingly difficult to maintain complicated systems.			
<i>Additional comments:</i> Supply and demand of IT graduates (downward trend). Inability of schools to keep pace with changes in technology.	MoDOT				Insufficient supply of needed IT employees. Graduates may not have been schooled in current technology.	7	8	T = Yes

Key Resource Controllers Summary

**Are there any anticipated changes in *federal funding levels* that may impact us and our ability to achieve results?
What is the expected impact?**

Key Trends/Issues:

- Homeland Security funds may become more available
- Possible new funding for medical electronic exchange
- Reduction of bio-terrorism prevention funding expected for FY06
- Proposed federal FY06 budget cuts will impact state funds
- Potential eRate change could eliminate federal funding for K-12 and library telecomm costs
- Possible reduction or elimination of funds for telehealth programs

Action Needed:

- Monitor federal budget process

**Missouri Environmental Scan Summary – Agency IT Divisions
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KEY RESOURCE CONTROLLERS

I = importance if occurred P = probability of occurring

Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any anticipated changes in federal funding levels that may impact us and our ability to achieve results? What is the expected impact?	DHSS	New funding possible for Medical Electronic Exchange between hospitals, labs, physicians offices, etc.	8	4	Reductions of Bio-terrorism Prevention funding expected for FY06. <ul style="list-style-type: none"> Threatens maintenance of infrastructure developed with previous funding Will have to identify additional funding to support vital services 	10	7	T = Yes
	DHE				Changes in financial aid (impact on DHE IT customers)			
	MSHP	Homeland security funds may become more available.	6	3	Restructuring of the federal grant programs may result in fewer opportunities.	4	8	
<i>Additional comments:</i> The House doesn't have any federal funding sources for internal operations. However, on a state level, I feel like we need to make sure that we make appropriate use of homeland security funding while it is available. Also, I know of many instances where we have not applied for or have lost federal money due to lack of matching funds or operational funds to implement the federally funded solution.	House	If we could find the state money for new programs that have federal grants we could use that federal money to accomplish many of our goals.	9	9	The threat is in continue to lose federal money opportunities due to lack of state resources required. If the federal grant is in a key area for us we need to reallocate resources to take advantage of it.			
	MDI	The department anticipates receiving	2	7				

		increased federal funds in the CLAIM program, but since this is all “pass-through” to a contractor, it would not impact us much.						
<p><i>Additional comments:</i> Div. of Workers’ Comp.: Not applicable.</p> <p>Div. of Emp. Security: The federal base grant for the division funds the base level operations of the UI Program and is calculated using an administrative, not statutory, formula. The preliminary allotment estimates for the fiscal year beginning October 1 are based on the estimated UI Program appropriations for that fiscal year. The division receives additional contingency funding on a quarterly basis throughout the year based on additional workloads experienced.</p> <p>From the amount appropriated for base operations of the UI program, an estimated amount is first set aside to cover states’ postage costs related to UI activities paid to the U.S. Postal Service by the Employment Training Administration’s Office of Comptroller. From the remaining balance, state allotments are calculated.</p>	DOLIR	Division of Employment Security: Increases to the federal base grant for the division results in the availability of more operational funds without having to make up the difference in workload numbers and contingency money.	8	3	Division of Employment Security: The projected federal fiscal year (FFY) 2005 federal base grant for the DES is approximately \$5.1 million less than in FFY 2004. This means the division’s operational funds are reduced and the difference in available funds will have to be made up in workload numbers and from contingency money.	8	3	

<p>The allotment for each state is a composite of funding estimated for personal salaries and benefits and non-personal services, for base staff and special projects staff, as well as other special state-specific project costs.</p> <p>Div. of Emp. Security Appeals: Funding for human resources is federally mandated through the Federal RJM (Resource Justification Model) process. No significant changes expected.</p>								
<p><i>Additional comments:</i> Federal funding will not increase and will probably decrease. Additionally, federal funds are being directed toward partnerships. Loss of funding will necessitate an emphasis on prioritization.</p>	DNR	<p>Innovation well received.</p> <p>Increased awareness of prioritization and resource utilization.</p>			<p>Loss of federal funds will further restrict the use of state funds and therefore limit needed investment.</p> <p>Proposed FY06 federal budget cuts state funds (especially EPA). This will eventually trickle down to many areas.</p>			
<p><i>Additional comments:</i> Decrease in Medicaid funding in all areas, especially Medicaid.</p>	DMH		8	6				O = Yes, plan on state and local funding or self-funding services.
	MOREnet	<p>Training for First Responders – potentially increase level of support to Homeland Defense requirements.</p>	8	9	<p>Potential changes in eRate could eliminate federal dollars which fund K-12 and library telecommunications costs.</p> <p>Telehealth reduction or elimination of federal dollars earmarked for health</p>	10	7	<p>O = Yes, underway</p> <p>T = Yes, and complete for first threat</p>

					would have a negative impact to Telehealth initiatives. Reductions to any other federal programs our customers depend on for funding could easily impact their ability to purchase services.	9	9	T = Yes, 2 nd T = No, customer impact
	OSCA	County Courthouse, some FTE, some other costs	2	2	County Commission will not fund adequately			O = Yes T = Yes
	PSC				EIERA loans not being used as much. Reduction in weatherization programs may be detrimental to low-income consumers. LIHEAP funding reductions could make utility bills more difficult to pay for low-income consumers. **The Commission has recently ordered the formation of a task force to examine the current provisions of the Cold Weather Rule to determine if revisions should be recommended. Depending upon the outcome of this task force and potential rule revisions, a future strategy may be appropriate. Utility industry has taken an active role in initiation of statute modifications favorable to the Industry. Agency resources to implement changes are delayed and subject to severe limitations.	7	6	T = No to all
	DOR	We have only recently begun aggressive pursuit of federal funding, so this area is new to us. Thus far, the opportunities for federal funding in the Division of Taxation and Collection have been rare.	7	5				O = Yes
<i>Additional comments:</i>	SEMA	Allocate the needed funds to	10	7	Loss of federal funds.			

Reallocation of GR funds from agency because of IT consolidation will greatly limit the amount of Federal match the state will have the ability to use.		agencies to get as much federal match as the state can to use the best way possible.						
<i>Additional comments:</i> Social Services reform and Medicare Part D program changes resulting in program changes.	DSS	Change in state programs may result in cost savings.	5	6	Changes in computer systems to support program changes.	5	7	
<i>Additional comments:</i> Federal Transportation bill may provide insufficient funding.	MoDOT	Business process improvements. Utilizing other funding sources. Partnering with others.	8	4	Deteriorating infrastructure. Decreased citizen satisfaction. Necessary reduction in services or staff. Endangering partnership with MPO's, cities, counties, etc.	8	4	O = No T = No
	Veteran's	Need to increase federal per diem funding for our Homes program.	10	10	This may limit use in the number of beds that we can fill at each facility.			O = Working with VA

Key Resource Controllers Summary

Are there any anticipated changes in *state funding levels* that may impact us and our ability to achieve results?
What is the expected impact?

Key Trends/Issues:

- Increased funding for teen smoking prevention and abortion programs may require automation support/update
- Reduction in funding of staff currently supporting Medicaid funded programs
- Possible reduction of core funding
- Loss of state matching funds will impact federal funding

Action Needed:

- Monitor state budget process for outcomes/impacts and propose strategies

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KEY RESOURCE CONTROLLERS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any anticipated changes in <i>state funding levels</i> that may impact us and our ability to achieve results? What is the expected impact?	DESE				Increased federal or state revenue could result in additional programs implemented – more applications needed.	10	7	
	Ethics				Reduction in funding could impact replacement cycle of hardware, causing performance issue with our online services.	4	3	
	DHSS	Increased funding for teen smoking prevention and/or Alternatives to Abortion programs may need automation support/update.	8	8	Reduction in the funding of staff currently supporting Medicaid funded programs. Funding will have to be identified due to federal/GR match, reduction may have double the impact on total funds. Possible reduction of core funding.	8	7	O = Yes T = Yes, if occurs
	DHE				Proposed consolidation (impact on DHE IT remains to be seen)			
	MSHP	Improved financial picture will provide additional funding.	5	1	Lower levels of funding will force cuts to existing programs.	5	7	
<i>Additional comments:</i> See earlier item on federal funding. Also, we anticipate a cut to the House budget which will impact our ability to provide new services and technology refreshes.	House	As said earlier, we need money in IT to help shrink government through greater automation.	10	10	IT cuts make us more reliant on more expensive manual processes.			
<i>Additional comments:</i> Div. of Worker's Comp.:	DOLIR	Division of Workers' Compensation: Helps employers and insurers in the	10	9	Division of Workers' Compensation: Not enough money in the fund to pay	10	5	

Proposed limits on Second Injury Fund surcharge may reduce the amount of money in the Second Injury Fund. This could be a non-issue if other pending legislation is approved, such as the elimination of PPD (Permanent Partial Disability) benefits for Second Injury Fund settlements. Div. of Labor Standards: Potential cuts to GR programs due to budget constraints.		state by reducing the amount of surcharge owed.			all Second Injury Fund claims. Division of Labor Standards: Prevailing Wage and Child Labor Enforcement efforts may be weakened.	5	5	
	Lottery				Lottery has experienced 25% budget reduction in last 3 years; continued sales/profit growth is in doubt. Reductions limit the Lottery's ability to add new games or enhance existing games.	10	10	
<i>Additional comments:</i> State funding for IT should decrease, or at best, remain at current levels. Our ability to achieve results will be dependent upon realizing efficiencies via IT consolidation/centralization.	DNR	Support for information technology consolidation/centralization initiatives Centralization must yield savings that must be invested in the state's IT infrastructure.			State funding will decrease and affect our ability to provide data to a greater number of customers. Loss of matching funds will impact federal funding. Staff resistance to centralization (all state staff including IT staff) How to pay the initial costs of consolidation?			
<i>Additional comments:</i> Decrease in Medicaid funding levels. (This is devastating to DMH and its clients.)	DMH		8	8				Yes – I need to be prepared to demonstrate value of IT services since

								funding will be seen as taking away from services.
	MOREnet				20% cut proposed in Governor's recommended budget (\$2.9M).	10	10	T = Yes, underway
	OSCA				No additional funding – further funding reductions.	10	10	T = Yes
	DOR				We are often asked to take on additional duties and statutory responsibilities without additional resources to do them. Due to Amendment 3, there will be a more competitive environment for few GR dollars to take on projects requiring budget requests.	7	5	T = No
<i>Additional comments:</i> Reduction in budgets.	SEMA	Automation of processes can cut the overall expense of process.	8	8	Not having the funding to invest in automating manual processes.			
<i>Additional comments:</i> Medicaid funding reductions. New decision item to upgrade DSS network bandwidth has been requested.	DSS	Reduce states financial obligation. Requested funding to upgrade data circuit bandwidth to a level that would support web-based applications, web-based training, document imaging, and allow better maintenance and management of workstations on the network.	5 8	9 5	Change computer programs to implement reductions. Lack of upgrade will reduce the ability to provide enhanced services.	8	8	
<i>Additional comments</i> Increased monies made available from bonding. State legislation to allow toll roads.	MoDOT	Possibility of allocating additional IT funding to support additional IT services needed to support additional work created by bonding.	8	9	Potential for reduced funding in the future to repay debt load. Increased demand for IT services without additional funding.	8	8	O = Yes T = Yes
	STO	Office is considering alternative funding solutions for the office.			As state funding levels lessen it becomes exceeding difficult to complete our mandatory (statutory) requirements.			
	Veteran's	Need for additional funding and staff to meet current and future needs of	10	10	Limits our ability to provide productive and efficient care to our			O = Yes, budget request

		the Commission			customers.			
<i>Additional comments:</i> We are being asked for core cut recommendations for FY06, so it appears that cuts to funding are likely.	DPS				Staff and services may be cut causing lack of adequate enforcement and turn around time for liquor licenses.			

Key Resource Controllers Summary

Are there any *private foundations* that may be a source of additional funds or other resources, including expertise and information that may help us achieve results? What is the expected impact?

Key Trends/Issues:

- Several agencies identified sources for grants and private funding (see detail sheet)
- There is increased competition for fewer dollars

Action Needed:

- Agencies with links to private foundations to seek grants and private funding opportunities
- Explore opportunities for vendor partnerships

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KEY RESOURCE CONTROLLERS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any <i>private foundations</i> that may be a source of additional funds or other resources, including expertise and information that may help us achieve results? What is the expected impact?	DHSS	Robert Woods Johnson Foundation CDC associated foundations Gates Foundation	8	6	Competing needs for private funding (changing priorities, national disasters) may reduce DHSS grant funding from these sources.	8	5	
	DHE	CBHE will seek funding from foundations, corporations, and other entities that have special interests in advancing higher education to support and develop particular higher education projects in the future (potential DHE IT impact).			Competition for fewer dollars between CBHE/MDHE and the institutions.			
<i>Additional comments:</i> We need to make better use of vendor partnerships, case studies, proofs of concept programs, beta programs, etc.	House	Many of the vendors have programs that can help us fund technology. The state traditionally has not made great use of these programs, but I have certainly tried to do so here at the House.	10	8	The threat of such programs is that there are usually some type of strings attached (no free lunch). However, I have found them to be more than a fair trade off. The state needs to look for win-win situations with vendors.			
	MOREnet	Gates' grants for libraries.	10	10				Yes, complete
		Private funding for Community Information Networks (occurring in other Statennets).	8	5				Yes
		At Risk Youth and Mentoring programs could easily include a technology component.	8	5				Yes
	DOR	There may be some public safety groups with funding, although they	2	2				No

		typically rely on federal funds of various types for their own funding.						
	SEMA	Help make up the cut in state budget.						
<i>Additional comments:</i> Kansas City Local Investment Council and Community Action Agencies		Provide prototyping of systems and take applications for Energy Assistance.	7	6	Consistent application of policy and keeping them interested in doing the work.	7	6	
<i>Additional comments:</i> Local citizen/community / industry transportation groups formed to promote specific transportation projects.	MoDOT	Additional funding – “free” PR	8	8	Adequate funding for IT services needed to support these groups / initiatives.			O = Yes T = Yes
	Veteran’s	Assistance League/Volunteers provide many services to our residents in our Veterans Homes	7	7	Most of our volunteers are of the older generation and with the decline of these personnel, cost to the homes for these services could increase.			

Key Resource Controllers Summary

Are there opportunities to more effectively use *local and state funds in partnership* to achieve better results? What is the expected impact?

Key Trends/Issues:

- More leveraging of statewide IT purchases
- Utilize IT standards and common development approaches
- Co-location of state facilities to reduce costs
- Centralization of IT staff and services

Action Needed:

- Continue utilizing state resources such as MOTEC, MOREnet, etc.
- Increase sharing of information across agencies
- Develop more statewide IT purchasing contracts
- Continue IT enterprise architecture program
- Centralization of IT resources

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KEY RESOURCE CONTROLLERS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there opportunities to more effectively use local and state funds in partnership to achieve better results? What is the expected impact?	DESE	A more combined effort on behalf of the agencies to purchase/negotiate contracts.	8	6				
	DHSS	Local and state entities can benefit from standards based technology to leverage purchasing and common development approaches. (MoDOT fiber) Possible wireless bridges can be used in a campus-like effect to reduce last mile cost. Co-locating state facilities can also reduce costs.	9	6				
	DHE	Consolidation with another agency (potential loss of spending, mission, role)						
Additional comments: There is a great duplication of effort at all levels. For example, a server farm could house web pages and applications for multiple agencies as well as counties and municipalities. A lot of money goes into building similar infrastructure and services.	House	Offer services to local government. Greater collaboration among agencies. Shared applications. Centralization of IT or at least of certain applications.	9	8	I believe that local government would welcome the chance to buy services from the state instead of spending more to build services themselves. However, the state would have to first have to build these services. State agency cooperation will require a breakdown of the traditional stovepipe and territorial mentality.			

One very good example of this is the legislature. We have 3 separate IT shops and duplicate all of our efforts (hardware, software, personnel, etc.).								
<i>Additional comments:</i> Div. of Workers' Comp. Develop sharing of information across department and with other agencies to improve efficiency and identify problems.	DOLIR	<p>Division of Workers' Compensation: Determine if a citizen is receiving benefits from multiple programs at the same time, i.e., Workers' Compensation and Unemployment Insurance.</p> <p>Increased sharing of information with Dept. of Insurance about companies eligible to sell Workers' Compensation insurance and companies authorized to act as Third Party Administrators to improve the accuracy of the system and save claims processing time.</p> <p>Sharing of information with the Attorney General's Office could streamline Second Injury Fund case processing and assist in other areas.</p> <p>Sharing of information with Dept. of Health could assist in tracking of fatality cases.</p> <p>Developing common employer data between Workers' Compensation and Unemployment Insurance could be of value in Workers' Safety area.</p>	9	8	Div. of Workers' Compensation: Approved memorandums of understanding containing data sharing agreements and security measures will be required for each internal and external Missouri state agency or office that is sharing data.			
			7	5				
			9	5				
			6	5				
			7	6				
	Lottery	Continue utilizing state resources such as MOTEC, MOREnet, etc.	10	10				
<i>Additional comments:</i> State and local partnerships	DNR	Sharing resources/infrastructure			Spending on partnerships is often perceived as cutting into more basic			

must be pursued. The sharing of resources and results will yield savings.		Aggressive sponsorship needed			needs. MOTEC and SDC examples indicate one-sided advantages. Local entities and junior college students utilize facilities/capabilities but cots are not shared equitably. Difficult to state agencies to partner. Even more difficult to partner with local agencies.			
<i>Additional comments:</i> DMH is partnering with counties in funding some services (mainly for services in Mental Retardation).	DMH		4	7				Yes, care must be taken not to engage in partnerships that carry more overhead than value. Some partnerships lead to expensive complexity.
	MOREnet	Develop Regional Area Networks (RAN). Use local cable franchise agreement as method to build out fiber to schools, libraries. Co-location of agency and Extension in same office.	9 10 8	8 9 6				Yes Yes, underway Yes
	OSCA	County courthouse, some FTE, some other costs.	2	2	County commission will not fund adequately.			O = Yes
	PSC	PSC has a cooperative agreement (Memorandum of Understanding) with DNR on water utility regulation. University of Missouri-Columbia continues to be an excellent resource (consumer surveys, data analysis,	7 7	10 9				No No

		advertising/PR campaigns).						
	DOR	County government: personal property taxes online and available. City government – traffic fines? Could we cooperate with OSCA Fine Collection Center? Cooperate to obtain and maintain accurate GIS data.	8	4				No
<i>Additional comments:</i> Better coordination between state and local may lead to less duplication of some processes.	SEMA	Better sharing and accuracy of information. Consolidation of services used by both.	8	6	Turf wars.			
<i>Additional comments:</i> Share emulation software enterprise license with rest of state agencies. Share DCN with other agencies for unique number.	DSS	Effective use of resources, improved collaboration, improved service.	5	8	Upgrade of PCs is required. Exhaust numbers faster.	5 7	7 5	

Key Resource Controllers Summary

Are there any *special grants/competitive grants* that we might use to gain financial resources or to better meet DED or customer needs? What is the expected impact?

Key Trends/Issues:

- Homeland Security
- Highway and public safety grants
- Health grants thru federal and association resources
- DSS – Division of Youth Services education grant to be used to upgrade bandwidth to limited DYS locations
- DOLIR – grant possibility for remote employer registration/wage reporting and IT security

Action Needed:

- Monitor grant sources for opportunities
- Consider creation of office charged with identifying IT grant opportunities

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KEY RESOURCE CONTROLLERS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any <i>special grants/competitive grants</i> that we might use to gain financial resources or to better meet DED or customer needs? What is the expected impact?	DHSS	Federal and association sources will continue to be available for Health in a variety of areas. Constant review of grant opportunities will need to be evaluated.						
<i>Additional comments:</i> Other than federal grants for Homeland Security, I'm not sure what is available.	House	Unsure, but I do feel like we explore all funding sources. I do think that we should have an office charged with identifying grant opportunities in the IT world.	5	5	Threat is that we could miss out on funding opportunities because we aren't aware of them. If we had an office tasked with nothing but trying to get IT grants, we would be more likely to know of them.			
	MDI	The department sometimes receives small grants earmarked for specific consumer education; none have impacted information systems either positively or negatively.	2	3				
<i>Additional comments:</i> Div. of Emp. Security: The United States Dept. of Labor (USDOL) – Employment Training Administration (ETA) occasionally awards supplemental funds for specific items not funded in the annual base grant. More funding to provide better service to Missouri employers and claimants.	DOLIR	Division of Employment Security: The federal Unemployment Insurance Program Letter No. 7-05, dated January 3, 2005, indicates there will be a solicitation of proposals for remote employer registration/wage reporting and for information technology security. Specific application instructions will be provided to states in a separate advisory, which has not been received at this time. These supplemental funds could provide better services to the citizens of	8	8	Division of Employment Security: The division may not be selected as a recipient of the supplemental funds. If selected as a recipient, appropriate staff not available to start the grant project. After building the project with the grant funds, the division may not have the funds to run the system.	5	5	

		Missouri. Opportunity to provide better services to the people of the State of Missouri.	7	7				
<i>Additional comments:</i> Some homeland security funds have been found that help IT.	DMH							Yes – impact is not large in DMH, but statewide, we should leverage this for a Statewide Network Security effort.
	MOREnet	Greatest opportunities exist with customers who include network capability in grant requests. Some can use connectivity as matching funds.	8	8				Yes
	OSCA	Homeland Security may have funds available, but with specific technological requirement.	3	7				Yes
	DOR	Highway and public safety agencies are most likely to have grants available for our use (MV/DL). There are rare opportunities for the Division of Taxation and Collections. Possibly Homeland Security for statewide address database (ties in with 911 first responder programs).	8	4				Yes
<i>Additional comments:</i> Homeland Security grants	SEMA	Ability of extra funds during tight budget years.	8	9	Very specific guidelines as to the use of funds.			
<i>Additional comments:</i> DYS has received an education grant that will be used to upgrade 56K teleprocessing lines.	DSS	A DYS education grant has become available that will be used to upgrade data circuit bandwidth to limited DYS locations. This will allow access to web-based training for those DYS sites. It will also provide	5	9	Majority of DYS sites will not be able to take advantage of web-based training. Can only be used for one-time purchases.	8	5	
						8	6	

Performance bonus used to upgrade PCs.		more efficient management of DYS workstations.						
		Replace older PCs.	7	9				
<i>Additional comments:</i> Federal grants for research, traffic management, automation, highway safety, etc.	MoDOT	Additional funding to provide additional services.	6	7	Additional IT services needed without additional IT resources. Matching state funds are often required and may not be available. Lack of sufficient cash flow.	6	7	O = No T = No
<i>Additional comments:</i> We are currently researching some areas regarding enforcement equipment needs.	DPS							

Key Resource Controllers Summary

Are there changes that can be made in *how funding or staff are allocated* to increase efficiency and effectiveness and achieve improved results? What is the expected impact?

Key Trends/Issues:

- Flexibility between resources for federal and state funded projects
- Duplication of efforts for e-mail, networks, web development, etc.
- Centralization will promote sharing of resources and facilitate more efficient use of IT support staff
- More diverse knowledge base and need for cross training
- Inadequate staff funding and allocation – over-commitment of existing workforce

Action Needed:

- Flexibility to move funds between PS and E&E
- Consolidate in areas of duplication such as e-mail, networks, web development, etc.
- Promote IT skill set training and cross training to allow for sharing of resources

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there changes that can be made in <i>how funding or staff are allocated</i> to increase efficiency and effectiveness and achieve improved results? What is the expected impact?	DESE	Some staff members are paid from federal monies requiring them to work on federal projects. If these staff were paid from state monies, there would be more flexibility of which projects they could work on and how they could be utilized.	7	5	If the staff is not moved to state monies, the situation will continue where project managers must be spread so thinly as to not be effective. In addition, other, larger projects, could take longer since some resources, that might have the proper skill sets, would not be able to be assigned.	8	5	
		Funds for more training in the agencies would be beneficial	8	6				
	DHSS	Server and e-mail consolidation will reduce duplication of effort. Imaging teams can be deployed for special multi-agency projects. Telco costs can be reduced by implementing Voice Over Internet Protocol (VOIP).	8	8				
	DHE	New Commissioner of Higher Education will be reviewing from agency perspective. New CIO will be reviewing from statewide perspective.						
	MSHP	Flexibility to move funds between PS and EE could be very beneficial.	7	7	Focus on headcount reduction could be quite detrimental.	7	7	
<i>Additional comments:</i> This is too big a topic to address in this document. However, let me say this, I believe that even without	House	I think we should be seizing the current opportunity to begin centralizing IT services. As mentioned in the left column, I think we could do this in a number of areas	10	10	I think that our biggest threat is to not move on consolidation. With the state budget situation, I really don't think that we can continue with the status quo.			

<p>totally consolidating IT there are great efficiencies to be gained in consolidation of services. I believe that a number of IT functions could be centralized into one state IT group. Then over time we could slowly incorporate the functions that are more difficult to migrate. The ones that I see as easy pickings for consolidation are:</p> <ul style="list-style-type: none"> • Management and strategic planning • E-mail administration • Server administration • LAN administration • WAN administration • Security • Telecommunications • Project management • Change management • Configuration mgmt. • Purchasing • Training <p>This would leave other areas that are more difficult to centralize for later such as:</p> <ul style="list-style-type: none"> • Database admin. • Help desk and desktop administration • Software development • Quality assurance (testing) 		<p>in the short term. Doing this could help force standardization and begin eliminating the multiple levels of management and conflicts of interest.</p>						
<i>Additional comments:</i>	DOLIR	Div. of Workers' Compensation:			Division of Employment Security:	10	2	

<p>Div. of Workers' Comp.: Opportunity to review allocation of resources and staff could provide improved results.</p> <p>Div. of Emp. Security: The federal Resource Justification Model (RJM) largely controls division staff funding and allocation.</p> <p>Div. of Employment Security Appeals: Funding is federally mandated through the Federal RJM process. No significant changes expected.</p>		<p>The opportunity to review the allocation of resources and staff periodically will help insure resources are being used as efficiently as possible.</p> <p>Division of Employment Security: Allows the division to have direct input to the resource allocation process on an annual basis through detailed submission to the United States Department of Labor (USDOL), Office of Workforce Security (OWS). Submissions not only include sufficient information to justify each state's current use of resources (linked to performance measures), but also a platform for requesting and justifying fund performance and capital investment requests when offered.</p>	10	10	<p>Inadequate staff funding and allocation. The RJM process may fail to address the statutorily mandated allocation criteria laid out in the federal Social Security Act, Section 302. This section provided that the Secretary of Labor shall certify for payment to each state that has an approved unemployment compensation law such amounts as determined to be necessary for proper and efficient administration of each state's law. The Secretary determination under this section must be based on: the population of the state, an estimate of the number of persons covered by the state law and the cost of proper and efficient administration of such law; and, such factors as the Secretary finds relevant.</p>			
<p><i>Additional comments:</i> Continually review staffing and funding of projects for the greatest ROI.</p>	Lottery	<p>Because of budget cuts (25% in last 3 years), Lottery has made various changes to minimize negative sales / profit impact. Completed a business process re-engineering project 3-4 years ago. Staff has not been increased for 15 years due to efficiency studies conducted internally.</p> <p>In IT more staffing has been allocated to web services and LAN network as these have gained in importance.</p>	2	6	<p>Continuing budget cuts will threaten Lottery's ability to grow profits; maintaining current profit levels will be problematic.</p>			Continual
<p><i>Additional comments:</i> IT centralization should yield more efficient use of resources (i.e., reallocation) and ultimately a decrease in</p>	DNR	<p>Reallocation of positions to address permitting applications.</p> <p>Centralization will promote sharing of resources, facilitate more efficient</p>			<p>Loss of needed relationship with business community.</p> <p>Loss of business expertise if IT staff are not closely aligned with business</p>			

the number of staff.		<p>use of IT support staff, and remove many barriers to effective use of technologies.</p> <p>Ability to address “needs” versus “wants”.</p>			<p>unit.</p> <p>Perception that individual entity needs cannot be met via a centralized IT environment.</p> <p>Dramatic changes to funding and staff allocation may reduce service levels if done incorrectly.</p> <p>Funding provided by grants may be difficult to retain if staff are transferred to OA.</p> <p>Required layers of approval.</p> <p>Limitations of funding via “fees”.</p> <p>Ability of small agencies to acquire appropriate amounts of centralized funds.</p>			
<p><i>Additional comments:</i> Within DMH we are working to minimize or eliminate redundant IT efforts at our state-operated mental health hospitals and habilitation centers.</p>	DMH		8	8				<p>Yes – Consolidated IT authority within DMH has helped apply standards and increase efficiency. The same efforts must be continued within DMY and statewide.</p>
	MOREnet				<p>\$2.9M proposed reduction to HB3 could greatly impact how staff are allocated. This cut impacts shared network, higher education and K-12 schools.</p>	10	10	<p>Yes, underway</p>

	PSC	The increased assignment of resources to develop options to improve efficiency and results.	8	5	The loss of resources to support current work processes may not be acceptable for a time period necessary to realize significant efficiency gains.	8	5	O = No T = No
	DOR	<p>We should reassess all our resource allocations so we can get more mileage from what we already have. We should eliminate “one-trick ponies” that have responsibility for only a single operational system by developing their skills and achieving more dept and experience throughout the shop.</p> <p>Leverage mail services and programming for using postage discount software to save state \$\$ especially for agencies that do large mailings.</p> <p>Allowing development staff to be versatile in technology, but focused in business can help create partnerships with customers. Developers who jump from business area to business area cannot learn their customers’ requirements as well as one has spent some time learning the business very well.</p>	9	6				No
<i>Additional comments:</i> Standardization Enterprise Architecture	SEMA	Ability of extra funds during tight budget years.	8	9	Very specific guidelines as to the use of funds.			
<i>Additional comments:</i> Collaboration/consolidation using staff to provide services across departmental line. Will enhance services and encourage standards.	DSS	Enhance services to citizens and staff. Directed workforce will be better positioned to meeting the current and future needs of the state.	8	8	Over committing existing workforce, impacts ability to provide services.	8	6	
		This effort will somewhat reduce the amount of travel necessary to implement new hardware or repair	7	9	These staff work for different program divisions which can result in coordination problems.	7	7	
Utilize out-state IT staff to					Non-commitment of agencies to use	7	7	

perform installation/repair of equipment. Establish standard software for basic computing needs and leverage combined purchasing power.		existing hardware. Reduce cost of computing assets due to large quantities.	7	8	standard hardware/software.			
<i>Additional comments:</i> Use of internal staff versus consultants.	MoDOT	More diverse knowledge base. Ability to better utilize state funds.	4	4	Potential for increased costs.	4	4	O = No T = No
	STO	Discussions on self-funding continue to be considered which could be a financial benefit to the State of Missouri.			Self-funding can only be done if the legislative body passes a bill allowing it to happen for the STO.			
	Veteran's	Additional staff and resources needed to improve quality of service and care. Increasing bandwidth within the homes would increase the productivity of all staff.			Limited budget restraints will hinder us to meet the current needs of our customers.			
<i>Additional comments:</i> IT staff to be funded thru OA, unsure of efficiency and effectiveness.	DPS							

Competitors/Collaborators Summary

How does our performance compare to that of our *competitors or the leading organizations* in our fields? Are there any organizations that may become competitors? How can we use the best practices of these agencies to improve our performance?

Key Trends/Issues:

- DESE – data collection and reporting via web compares favorably with private enterprise
- DHSS – help desk above national average in cost and performance
- Lottery – compares favorably with similar-sized states
- OSCA – other states use Missouri Judiciary as benchmark
- PSC – EFIS is “leading edge” compared to most public utility commissions in nation

Action Needed:

- Implement statewide performance/measurement plan
- Research and share best practices
- Address business process and policy issues before attempting to automate

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COMPETITORS/COLLABORATORS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
How does our performance compare to that of our competitors or the leading organizations in our fields? Are there any organizations that may become competitors? How can we use the best practices of these agencies to improve our performance?	DESE	Our performance compares favorably with private enterprise. DESE has data collection and reporting via the web and has been able to provide better response to customers.	7	10		8	5	
	Ethics	No competitor identified, our services are better than many states.						
	DHSS	Help desk is above national average in cost and performance. Should be used in duplicate fashion across agencies for measures.						
	DHE	A coordinated statewide performance measurement plan/system could help everyone compare and work toward improvement.						
<i>Additional comments:</i> I think our performance is very poor compared to the private sector. This is hard to establish since we have not used performance measures to the same degree as the private sector. A lot of this has to do with our lack of adequate personnel and our low salary structure.	House	Through private/public partnerships we could have considerable knowledge transfer to our staff. We should continue to expand our performance measurement programs and compare ourselves to industry averages, our past performance, other agencies and other government entities.	8	8	The biggest threat in this area to state IT is outsourcing. However, I agree with Mr. Ross. With the advantages we have we should be able to produce much cheaper than outside entities. We need to become more efficient and productivity to make sure that we do so.			

I believe that the state could operate with a much smaller, more highly trained, but better paid IT staff. I know from my own situation that I could get by with half of the IT staff that I know have if they were all high performers. Even though we would have to pay the high performers better than we pay now, I think that there would be a significant net savings. We can certainly learn from industry best practices.								
	MDI	The MDI uses the NAIC's work-groups and national committees to review and evaluate other states' activities and best practices to see if they can be applied to MDI. Need to attend meetings.	6	5				
<i>Additional comments:</i> Div. of Workers' Comp.: Opportunity to review allocation of resources and staff could provide improved results. Div. of Emp. Security: The federal Resource Justification Model (RJM) largely controls division staff funding and allocation. Div. of Emp. Security Appeals: Funding is federally mandated through the Federal RJM process. No	DOLIR	Division of Workers' Compensation: The opportunity to review the allocation of resources and staff periodically will help insure resources are being used as efficiently as possible. Division of Employment Security: Allows the division to have direct input to the resource allocation processes on an annual basis through detailed submissions to the U.S. Department of Labor (USDOL), Office of Workforce Security (OWS). Submissions not only include sufficient information to justify each state's current use of resources (linked to performance	10	10	Division of Employment Security: Inadequate staff funding and allocation. The RJM process may fail to address the statutorily mandated allocation criteria laid out in the federal Social Security Act, Section 302. This section provided that the Secretary of Labor shall certify for payment to each state that has an approved unemployment compensation law such amounts as determined to be necessary for proper and efficient administration of each state's law. The Secretary's determination under this section must be based on: the population of the state, an estimate of the number of persons covered by the state law and	10	2	

significant changes expected.		measures), but also a platform for requesting and justifying fund performance and capital investment requests when offered.			the cost of proper and efficient administration of such law; and, such factors as the Secretary finds relevant.			
<p><i>Additional comments:</i> Missouri Lottery IT performance compares favorably with current vendors supplying lottery industry solutions: For example: during the last RFP for online gaming software and hardware, vendors included optional proposals to replace our systems developed in-house. Evaluation of system quality and cost, non-IT and IT evaluators found in-house systems to be overall superior in content and value. Lottery Inside Sales Suite (ISS), developed in-house has been recognized by independent industry consultants as one of the best in North America.</p> <p>Contiguous states, Tennessee and Oklahoma lotteries will hurt Missouri sales; Arkansas would exceed impact of Tennessee and Oklahoma.</p>	Lottery	<p>Missouri compares favorably with similar size lottery states. Continue relationships with NASPL (national Association of State and Provincial Lottery's) and MUSL (Multi-State Lottery). These organizations provide educational opportunities that can enhance lottery operations.</p> <p>Success recognized outside of the IT section has boosted confidence and morale, which will positively affect our performance. There are a number of other legacy applications that could be upgraded to the same architecture as the ISS, which would benefit the organization as well as external customers; they will be addressed as resources are available.</p>	8	6	<p>Continued budget cuts will negatively impact Lottery performance over time. See also comments above on negative impact of illegal gaming on lottery sales/profits.</p> <p>With day-to-day maintenance, changing user needs and industry shifts, devoting adequate staff and time to address these reengineering projects is difficult and can result in long periods of time between "big success."</p>			Continual
<p><i>Additional comments:</i> State government IT lags behind the federal government and private industry. Outsourcing is always a consideration, but</p>	DNR	<p>Careful consideration of "outsourcing" opportunities.</p> <p>Replication of IT innovations of other states.</p>			<p>Lack of cooperation and tolerated inefficiencies.</p> <p>State government culture, resistance and turf battles.</p>			

cost and service levels are very real concerns. Accountability and a focus on one's core business are imperative.		Lessons learned from those state's that have pursued centralization initiatives – best practices. Increased sharing among agencies.			Long-term, stable funding. The lack of a “bottom line” hinders accountability. Other states may have very different environmental concerns and their technology and best practices may not be entirely applicable or well suited for implementation in our state.			
<i>Additional comments:</i> Statewide measurement of value and cost of core IT functions must be developed. We can use META or other resources to find baseline measures in some areas.	DMH		8	6				Yes – Use ITAB work as basis for definition and reporting. Work with Budget and Planning and other organizations to make data meaningful. Use META to gather baseline data.
	MOREnet	Partner with other state networks to measure performance at statewide level. Benchmark performance. Tie vendor performance to bids / contracts. Adopt multiple vs. single vendor strategy to leverage pricing. Leverage state resources (fiber).	10 7 9 8 8	10 7 10 10 7	Decision makers basing funding decisions on lowest cost, not understanding full scope and quality of services provided – lowest cost as driver, not value for dollar spent. Competitors bundling services.	8 8	6 8	O = Yes, underway T = Yes, underway
	OSCA	Other states and countries use MO Judiciary as a benchmark. The	10	10				N/A

		judiciary does not compete with other businesses or branches of government.						
	PSC	<p>The PSC Information Services and Electronic Filing and Information System (EFIS) are “leading edge” compared to most public utility commissions in the nation.</p> <p>It would be helpful to commission to be similar to state agencies that have greater autonomy, for example, State Tax Commission, and we would not be hampered by other agencies that do not have a similar quasi-judicial function.</p> <p>PSC has good working relationships with NARUC and NRRI.</p>	7	10				O = No
	DOR	<p>We are better than most agencies at meeting statutory responsibilities.</p> <p>Our reputation for customer service is worse than some, although we do a consistently good job at providing services.</p> <p>We could learn from private enterprise how better to handle customer service issues, including technology and soft skills training.</p> <p>Many state projects that are ultimately successful address business process and policy issues before attempting to automate. We do this sometimes, but many times government is guilty of automating a broken process.</p>	8	6				O = No
<i>Additional comments:</i>	SEMA	Explore and implement more	7	8	Outsourcing would lead to the loss of			

Our performance may not be as good as the private sector. However, our wages and funding are not as good as the private sector.		efficient processes for our customers. Standardize on hardware and software.			agency staff dedication and knowledge of programs and processes.			
<i>Additional comments:</i> DSS manages one of the largest networks in the state with very few staff.	DSS	State staff provides high quality network administration at a low cost.	9	9	Pay inequity could force good quality staff to leave.	8	8	
<i>Additional comments:</i> MoDOT is a leader in numerous IT systems, including data warehousing and Motor Carrier Services integrated system.	MoDOT	Ability to provide better information for decision making, provide better service to the public, to increase funding, improved safety, improved credibility, etc.	7	7	Greater complexity to support.	7	7	O = No T = No
<i>Additional comments:</i> I fail to see that as a state agency we have competitors. However, we are somewhat overlooked in the enforcement community when receiving funding.	DPS							

Competitors/Collaborators Summary

How can we help *partners* achieve improved results, e.g., training? Are there any additional partnerships that could be developed that will help us achieve improved performance? What is the expected impact?

Key Trends/Issues:

- DHSS – electronic medical record will provide opportunity to both public and private partnerships
- DPS – continue to develop partnerships with local law enforcement
- Working relationships with national organizations promote best practice sharing
- Outreach efforts to vendor relationships promote improved results
- Statewide economies of scale help partners achieve improved results
- PSC – opportunity to partner with utility call/contact centers to improve cycle time for complaint closure
- MOREnet – provide network management services to other partners

Action Needed:

- Increase opportunities for partnerships with clearly articulated goals, shared costs and mutual benefits
- Partner with other agencies to share office space, networks, etc.
- Enhance information sharing

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
How can we help <i>partners</i> achieve improved results, e.g., training? Are there any additional partnerships that could be developed that will help us achieve improved performance? What is the expected impact?	DESE	More use of organizations like MOTEC.	8	6				
	Ethics	With new system redesign will try to work with SOS and Auditors Office for automated data exchange that will help all agencies.	3	5				
	DHSS	Electronic medical record. IMPACT: Opportunities for new development and ability to disseminate information to locations and both public and private partners that were not able to share prior formats, such as, availability of medical and immunization history through electronic medical records.	8	8	Private entities may sell proprietary systems to offices that will not be compatible with current systems.	6	6	O = Federal / state initiatives underway.
	DHE	A coordinated statewide performance measurement plan/system could help everyone compare and work toward improvement.						
<i>Additional comments:</i> I sent an e-mail earlier today suggesting that we develop additional partnerships with vendors. Specifically, I believe that the state should	House	Expand partnerships through shared funding models, case studies, pilot programs, proof-of-concept programs, and beta programs.	9	8	The threat is that if we don't continue to develop partnerships we will not have the money to begin new programs. The paradigm of our IT funding sources in the state needs to change.			

consider becoming a beta site for some of the large vendors. This would help us see significant savings in acquisition costs and support costs.								
	MDI	The MDI uses the NAIC's workgroups and national committees to review and evaluate other states' activities and best practices to see if they can be applied to MDI. Need to attend meetings.	6	5				
<p><i>Additional comments:</i> Div. of Workers' Comp.: Education and training will help business organizations such as Associated Industries of MO, Missouri Chamber of Commerce, AFL-CIO and others so they may better educate their members.</p> <p>Div. of Emp. Security: Education and training will help business organizations such as Associated Industries of MO, Missouri Chamber of Commerce, AFL-CIO, and others so they may better educate their members.</p> <p>The division could partner with other states to learn their best practices for the UI Program.</p> <p>Yes, internal customer, employers and employees</p>	DOLIR	<p>Div. of Workers' Compensation: The ability to develop working relationships with these organizations and assist in identifying their needs will allow quality education and training to be provided. This will enable them to do a better job of educating their member employers resulting in a better workers' compensation system for everyone.</p> <p>Div. of Employment Security: Improved customer relations and services in employer and claimant communities with greater acceptance of the UI Programs' practices.</p> <p>Improve relations in employer and employee communities with greater acceptance of Employment Security practices.</p> <p>Div. of Employment Security Appeals: Take advantage of best practices used, which could provide improved, efficient business processes.</p>	10	9	Division of Employment Security: Reluctance to accept best practices and to understand the UI Program.	3	2	
			3	3				
			8	2				
			8	6				

<p>committee to streamline unemployment practices.</p> <p>Div. of Emp. Security Appeals: We could possibly develop partnerships with other states, with other agencies within Missouri that have similar appeals programs, and maybe even within DOLIR, such as Workers Comp Appeals. We could compare ourselves with other states' UI Appeals programs. We could also review Workers Comp Appeals processes to find similarities and ways to improve UI appeals.</p>								
	Lottery	<p>Retailer training is provided by Lottery field staff as needed.</p> <p>Working with Retailer Advisory Committee members allows critical input regarding business decisions from our primary partners.</p>	2	2	Retailers no longer see a profitable relationship with the Lottery and quit being a sales agent. Many businesses fail each year.			O = No
<p><i>Additional comments:</i> Decisive leadership with clearly articulated goals and mutual benefits. A mutual commitment by the partners to share costs and results will create efficiencies and savings.</p>	DNR	<p>Outreach efforts to include vendor relationships.</p> <p>Project sharing across agencies.</p> <p>Marketing services.</p>			<p>Cultural emphasis.</p> <p>Partnerships often require matching funds.</p> <p>Diverts efforts and funding from other priorities.</p>			
<p><i>Additional comments:</i> As we are using more contracted resources to accomplish Missouri IT functions, achieving cost effective results in these</p>	DMH		6	8				O = Yes, need more legal and OA Purchasing help in negotiation of

partnerships becomes more critical.								statewide contracts. Need strong project oversight. Reduce the number of partner companies to achieve longer-term relationships.
	MOREnet	Connect additional hospitals participating in Telehealth network.	8	8				Yes
		Provide technical training.	7	7				Yes, complete
		Expand network security offerings.	8	9				Yes, underway
		Provide network management services (WANs, LANs, etc.) to other partners.	7	6				Yes
		Offer statewide economies of scale through VPA.	7	7				Yes, complete
	OSCA	Implement e-filing.	10	8				O = Yes
		Enhance information sharing.						
	PSC	Opportunity to partner with utility call/contact centers to improve “cycle time” for complaint closure, which would increase customer satisfaction.	9	6				O = No
	DOR	Contract offices may require customer service training, using new approaches and technologies.	10	8				O = Yes
		We should offer more of our manuals, documentation, and other materials online so they can be updated and distributed more						

		efficiently.						
<i>Additional comments:</i> Community Action Agencies and Local Investment Council. DSS partners with other state agencies to share office space, networks, etc. More of these partnerships would be beneficial.	DSS	Decreases the dependency on front line state workers, increases opportunity for infusion of new ideas and knowledge into the state.	6	6	Coordination and management of expectations increases the potential for duplication of effort and missed service needs.	6	4	
		Share office space and network bandwidth with other agencies when applicable.	8	8	These partnerships typically require a lot of bureaucracy to implement. Cost sharing is complicated in most instances.	7	7	
<i>Additional comments:</i> MPO's, cities, counties, various transportation industries, other state agencies, federal agencies, etc.	MoDOT	Better collaboration, increased integration and communication, faster and better delivery of service to the customer, improved customer focus, leveraging influential organizations, etc.	7	8	Greater complexity to support. Great impact of relationship changes. Guilt by association. Greater ongoing communication requirements.	7	8	O = No T = No
	STO	Partnerships with other state agencies allows for STO to help those agencies seeking bids from banking and financial institutions.			Partnerships with other state agencies can make for a dependency on the STO to manage contracts that are awarded that benefit other state agencies.			
	Veterans	Additional staff and resources needed to improve quality of service and care. Increasing bandwidth within the homes would increase the productivity of all staff.			Limited budget restraints will hinder us to meet the current needs of our customers.			
<i>Additional comments:</i> Develop and continue existing partnerships with local law enforcement.								

Competitors/Collaborators Summary

How does our *work environment* compare to competitors? Are there changes we can make in our work environment that will help us achieve improved results? What is the expected impact?

Key Trends/Issues:

- Improve training and career path opportunities
- Offer flexible work schedules and opportunity to work at home
- Work space improvements with project team work areas, ergonomic equipment and tools, improved PCs, chairs, phones, etc.
- Important to have close proximity to user community

Action Needed:

- Consider performance-based incentives to increase productivity
- Perform work space analysis to identify problems and opportunities for improvement
- Utilize MOTEC training opportunities
- Consider flex schedule/work at home requests

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
How does our <i>work environment</i> compare to competitors? Are there changes we can make in our work environment that will help us achieve improved results? What is the expected impact?	DESE	Simplify contract, bidding, purchasing processes.	9	3				
	DHSS	Improved training opportunities and advancement on career path can better define the workforce.	6	6	Recovery of private tech sector may lure away prospective personnel. National spending on IT may recover, although not to previous levels.	6	6	
<i>Additional comments:</i> We have an environment of low productivity and poor customer service. This has led to low expectations and a lack of confidence from our customer.	House	To become more productive through project management and performance management. To increase customer service through increase focus.	8	8	Continued low performance (missing deadlines, program not working) will undermine our efforts to automate state government. We must not allow this to happen and need to focus on customer service and performance.			
<i>Additional comments:</i> Div. of Emp. Security: Staff need more ergonomic equipment and tools, including computer monitors, desktops, chairs, telephones, etc.	DOLIR	Division of Employment Security: Will result in better utilization of office space and will decrease amount of time staff are absent from work due to eye, neck, wrist, back, etc. strains. This type of action will aide in preventing the number of workers' compensation claims and related costs to the division due to eye, neck, wrist, back, etc., strains. It also will reduce the amount of time staff are absent from work due to work-related injuries.	6	5	Division of Employment Security: Failure to provide more ergonomic working conditions for staff will result in an increased amount number of workers' compensation claims and related costs to the division due to eye, neck, wrist, back, etc., strains. When this occurs, the division also will experience an increase in the amount of staff that are absent from work due to work-related injuries.	7	7	

<i>Additional comments:</i> Work environment is good. Salary increases are below comparable states.	Lottery	The Lottery's annual profit is substantiated by an annual financial audit which provides an excellent measure of annual performance. Lottery is measured on sales and profits like any business entity. Missouri Lottery's sales compare favorably with states of similar size, although our compensation structure lags behind.	6	6	See discussion on budget cuts.			O = Continual
<i>Additional comments:</i> Physical office environments are similar. However, competitors are typically better equipped and have project work areas. Addressing these issues should increase productivity.	DNR	Centralized IT organizations.			Lack of a consolidated IT environment. Loss of proximity to user community would negatively impact productivity for specific support activities. Restrictive standards. Ability to properly equip individuals.			
	DMH	DMH IT work environment is good in Central Office. Many facility IT staff do not have a pleasant environment. Flexible working schedules can and should be offered in IT to be competitive and to improve job satisfaction.	4 6	6 4				O = Yes, oldest facilities (Fulton State Hospital and a couple of Habilitation Centers) need to be replaced. O = Yes, flexible work hours, including 4-day weeks, part-time jobs, and telecommuting should be offered where

								appropriate. Telecom and web makes this possible.
	MOREnet	Implement organizational improvement/quality assurance programs to improve competitiveness	10	10				O = Yes, underway
		Maintain staff professional development/training opportunities to keep staff current.	8	5				O = Yes, complete
	OSCA	Work environment can be improved, but it will cost money.	5	2				O = Yes
	PSC	EFIS is serving as a model for other utilities and utility regulatory agencies; EFIS may create opportunities for work at home, but we should be cognizant of employee isolationism that may be created.	7	10	Ten floors in the Governor Office Building can contribute to isolation and less interaction among employees.	7	7	O = No T = No
		This technology, along with other remote access capabilities, may enhance our telecommuting opportunities.	7	10	EFIS could also contribute to more isolation, with automated workflow paper and work products delivered to your desk.	7	7	
		Greater flexibility and opportunities in work schedule has had a positive impact and provides a more friendly work environment.	7	10	Salaries will be an issue if private sector work environment improves. A growing number of employees work two jobs.	7	8	
	DOR	We are worse than some and better than others. Employee relations with their chains of command have not been an important focus.	8	5				O = No
		Analysis of work space might show that improvements could be made that would affect results. Employees in some work units could benefit from being located together where they could collaborate and not						

		<p>disturb others. Other employees could benefit from more private, quiet work environments.</p> <p>Lack of accountability for supervisors correcting non-performance. Problem employees just get passed around instead of dealt with. Lack of 'employment at will' allows a secure work environment, but it is a significant differentiator with the private sector.</p>						
<i>Additional comments:</i> There is really no incentive to perform better or more efficiently.	SEMA	Performance based incentives to increase productivity.	7	5	Could lead to more competition between employee instead of cooperation.			
<i>Additional comments:</i> Work flow procedures / status reporting not well defined. Better tools for requesting and tracking work could prove beneficial.	DSS	<p>Decreases the timeframe for the development life cycle, formalization of quality assurance/quality control procedures and processes.</p> <p>Procure better tools to streamline the process of implementing and tracking new projects.</p>	8	8	<p>Reluctance to change processes.</p> <p>Workflow remains cumbersome.</p>	7	7	
			8	6		8	6	
<i>Additional comments:</i> We could implement work at home.	MoDOT	<p>Potential for increased employee productivity.</p> <p>Additional flexibility.</p>	8	6	Potential for abuse.		6	O = No T = No

Customer Needs and Expectations Summary

What *new needs/expectations* do our customers have or expected to have in the next year? Are requests being made that we do not have programs/products to satisfy? Are there *customer groups* that we do not have products/services to help?

Key Trends/Issues:

- More enhancements to current applications
- More services web-based to compensate for budget cuts
- Consolidation of business processes – increased automation
- Increased data access and data warehouses

Action Needed:

- Common methodology for system enhancement and new development
- Methodology or review process for prioritization of work requests
- Involvement/ownership of business users to determine business process improvements and prioritization

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February 2005**

CUSTOMER NEEDS AND EXPECTATIONS

I = importance if occurred P = probability of occurring

Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
What new needs / expectations do our customers have or expected to have in the next year? Are requests being made that we do not have programs/products to satisfy? Are there customer groups that we do not have products / services to help?	DESE	Making the menial tasks of the business users more automated will allow more time for them to spend helping the school districts. DESE will be providing additional applications/enhancements to the current system.	8	8	Restructuring of the Foundation Formula; increased automation of existing paper applications – we are stretched to the limit with the current project demands and staff available. It is becoming a challenge to effectively support the systems that are in production while doing the required automation.	9 8	6 8	
	Ethics	Improve our online reports and make our document system effective for the online user.	8	9				O = Yes
	DHSS	Customers continue to expect more online services all the time. No longer a novelty. Chance to push e-government to the next level.			Local communities and state not prepared to respond to strategic needs.			
	DHE	Internal budgeting system to interface with SAM II (new internal) Data warehouse of state financial aid data (new internal) CRM software (new internal) Additional functionality for FAMOUS (ongoing internal) Provide technical support to institution financial aid staff for new FAMOUS system (new internal)						

		Provide additional connectivity and improve speeds.	6	4	Customer demands will overwhelm existing infrastructure.	6	5	
<p><i>Additional comments:</i> As discussed earlier, they expect more online applications and increased mobility. They also expect us to protect their information and computers from growing security threats.</p> <p>I also believe that as staff and programs are cut, they will expect us to further automate their business processes to help compensate for the cuts.</p>	MSHP	<p>Additional online and mobile services.</p> <p>Business process automation.</p>	8	10	Threat is that we will continue with status quo and not meet the increasing needs of our users. This would further erode the confidence that the state and the public has in our state IT community.			
	MDI	Consumers and the insurance industry continue to want to use the latest technology they have to get information/services from the MDI. The shift to consistent regulation across states also applies here. We will have to “look” like the other states in how we provide Internet services.	6	7				
<p><i>Additional comments:</i> Div. of Workers’ Comp.: Injured employees expect to receive adequate and timely benefits with quick resolution of their issues.</p> <p>Employers expect their Workers’ Compensation insurance costs to be reduced and manageable and also timely resolution of cases.</p>	DOLIR	<p>Division of Workers’ Compensation: A more efficient system for our customers, resulting in better satisfaction, decreased costs and reduced staff time for processing claims.</p> <p>Division of Employment Security: A more efficient system for division customers to use, results in better satisfaction, decreased costs, and reduced staff time for processing. This system would involve data</p>	10	10	Division of Employment Security: The use of outdated and inefficient systems, resulting in the division’s customers becoming dissatisfied, increased costs, and more staff time for processing.	8	8	
			10	10				

<p>Div. of Emp. Security: Unemployed workers expect to receive timely unemployment insurance (UI) benefits with quick resolution of their issues.</p> <p>Employers expect to receive timely employer determinations and quick establishment of their UI accounts.</p> <p>Div. of Emp. Security Appeals: Customers expect the ability to do more business with us 24 hours a day, such as file an appeal or provide contact information for hearings.</p>		<p>warehousing and end user tools that are easy to use.</p> <p>Div. of Employment Security Appeals: Giving Internet access to employers and claimants would satisfy their expectations, improve customer relations, and allow DES Appeals to run more efficiently.</p>	10	9			
<p><i>Additional comments:</i> Needs/expectations are the same.</p> <p>No, not within financial structure of the Lottery.</p> <p>Younger players.</p>	Lottery	<p>Positive lottery player support relies on new games or enhanced games on a regular basis.</p> <p>IT: Users want to be able to utilize information without asking IT for assistance in obtaining and manipulating the data. Give users tools and training for accessing in a secure manner company databases to produce their own reports and data analysis.</p>	10	10	<p>Failure to take advantage of the above opportunities will over time have a negative impact on sales/profits; budget cuts have impaired the Lottery's ability to maximize the above opportunities.</p>		O = Yes
<p><i>Additional comments:</i> Customers expect online / web-based services. We lack the needed integrated environment and required number of skilled staff to provide requested services in a timely manner.</p>	DNR	<p>Common grant and contract fiscal management.</p> <p>Standard/enterprise permit process.</p> <p>Establish electronic interfaces with customers.</p>			<p>Lack of automated systems limits economic growth.</p> <p>Failure to consolidate will lead to increased inefficiencies and further reduce data integrity and the department's ability to provide requested information.</p>		

		Consolidation of business processes and data access on a department-wide level. Utilization of federally provided systems versus developing / maintaining customized systems. Survey of business users versus IT staff to determine needs and expectations.			Technical competence of state IT staff. Use of federal versus state systems and data discrepancies due to timeliness. Lack of data quality/integrity. Federal initiatives will require significant changes to data collection, staffing and workflow.			
<i>Additional comments:</i> Access to information and services expected 24x7.	DMH							
	MOREnet	Firewall management to secure local network environment.	7	7				No
		Virtual private networks across core backbone.	7	6				No
		Increased demand for customer self-help applications.	8	10				Yes, underway
		H.264 video capability.	8	7				Yes, underway
		Revise Affiliate (not K12, Library or HE) programs to ala carte service offerings.	9	9				Yes, underway
	OSCA	Finish case management.	8	8	Due to high level of satisfaction with existing standards, any required changes would be damaging to our customers.			O = In place
		Implement e-filing.						
		Maintain vibrant infrastructure.						
	PSC	Automated system should reduce utility cost of doing business with the PSC.	10	7				No
		New federal legislation may require certified installers for manufactured	9	7				No

		housing and statewide inspections for all mobile homes sold.						
		There is an opportunity to partner with utility call/contact centers in such a way as to get consumer complaints handled more promptly. (Staff has been participating in formal cases to request individual utilities to provide responses to complaints within 3 business days.)	9	7				No
		While not a new need, customers expect just and reasonable rates. The PSC staff acts as a party to cases involving rate adjustments and performs audits to support what it concludes are appropriate rates.	9	9				Yes
		Customers seek PSC consumer services staff intervention for disputes with utilities.	9	9				Yes
	DOR	Customers will continue to expect more services online, especially payments and file transfers. Other possibilities: Lookups on accounts; dealers' reporting; taxable sales reports for researchers; various communications.	9	9				Yes
<i>Additional comments:</i> Access to more services and information online.	SEMA	Offer more services online with a lower cost and personnel need.	9	8	Make sure online transactions and information are secure, correct, timely and affordable for the customer.			
<i>Additional comments:</i> More web-enabled applications. Client-centric mobile services.	DSS	Provides a delivery mechanism that takes the services to the client rather than the client coming in for the services. Shortens the need to service timeframe; improve efficiencies in	8	6	Providing additional training to workforce. DSS is unable to provide infrastructure to support new needs / expectations.	8	8	
			8	6		8	8	

Office automation solutions. There is an abundance of new technologies that require more bandwidth than the legacy 3270 green screens. Web applications, Internet, Intranet, document imaging, inc.		service delivery. Demonstrates to the customer that we are able to provide cutting-edge technology services. DSS is able to use new technologies to support customer needs.	8	6				
<i>Additional comments:</i> Internet-based information and services. Ability to conduct business over the Internet.	MoDOT	Increased credibility and customer / citizen satisfaction. Ability to leverage new technologies and potential cost savings for both MoDOT and customer/citizen.	8	8	Security Downtime 24x7 Support Negative customer perception Increase customer/citizen expectations	8	8	O = Yes T = Yes
	STO	Partnerships with other state agencies allows for the STO to help those agencies seeking bids from banking and financial institutions.			Partnerships with other state agencies can make for a dependency on the STO to manage contracts that are awarded that benefit other state agencies.			
	Veterans	Integration with VA on current systems and other needed services to meet our customer needs.			Risk of losing federal funding or waiting period for our customers without these resources.			
<i>Additional comments:</i> Accepting online payments of excise tax and renewal payments.	DPS	To decrease the amount of time that funds are deposited into general revenue. Provide those with Internet access an easy and convenient means of renewing or making payments to the division.			Security for those licensees who pay/renew online. Possible “transaction fee” associated with online payments.			

Customer Needs and Expectations Summary

What are our customers most *dissatisfied* with? Are there *products* that do not meet customer expectations?

Key Trends/Issues:

- Customer service – not getting project requests delivered quickly
- System downtime and response time
- Customers want less paper – faster service
- Lack of quality video capability

Action Needed:

- Methodology to manage work requests and prioritization in order to manage business customer expectations
- Consolidation and enhancement of network
- Identify opportunities for business process improvement and automation
- Provide enhance and expanded video capability

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CUSTOMER NEEDS AND EXPECTATIONS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
What are our customers most dissatisfied with?	DESE				Sometimes the user community does not get requests worked on as soon as they would like.	7	7	
Are there products that do not meet customer expectations?					The web Userid system needs replacement.	4	8	
	Ethics	Scanned images available online. We are currently redesigning this system.	8	9				O = Yes
	DHSS	Lack of perceived (and real) customer service. Business and date is sent to the state with no return value.			MOHSAIC in its current format does not have a high perceived value. Rework in web technologies and simplified interface from the customer perspective will enhance value.			
	DHE	Limited resources to fulfill all needs / expectations in timely manner.						
	MSHP	Provide systems that are available 24x7x365.	7	2	System downtime will be a contributing factor in an officer's death.	9	5	
<i>Additional comments:</i> Current state e-mail services, state network security.	House	Improve customer service and IT performance.	7	10	We need to provide better, more efficient services.			
	MDI	Consumers and the insurance industry continue to want to use the latest technology they have to get information/services from MDI. The shift to consistent regulation across states also applies here. We will have to "look" like the other states in how we provide Internet services.	6	7				
<i>Additional comments:</i>	DOLIR	Div. of Workers' Compensation:			Division of Workers' Compensation:			

<p>Div. of Workers' Comp.: Employers are dissatisfied with high cost of insurance and the delay in the resolution of cases.</p> <p>Employees are dissatisfied with the delay in the resolution of cases.</p> <p>Div. of Emp. Security: Some claimants are dissatisfied with being denied unemployment insurance (UI) benefits. Additionally, claimants are dissatisfied with not receiving timely UI benefit payments.</p> <p>Some employers are dissatisfied with having to pay UI taxes. Employers are dissatisfied with having to respond to numerous requests for information via paper forms.</p> <p>Want less paper, faster service.</p> <p>Div. of Emp. Security Appeals: Employers and claimants are required to call into DES Appeals to give contact information for hearings. These limited number of phone lines are only staffed during the day and are frequently busy.</p>		<p>Improve customer satisfaction if proposed legislative changes are approved.</p>	10	9	<p>Further dissatisfaction if nothing is done.</p>	10	5	
		<p>Division of Employment Security: Develop better methods for educating the citizens of Missouri on the UI program. Review the systems used by the UI Program for possible improvements and automation to the benefit payment and employer account processes.</p>	4	4	<p>Division of Employment Security: If nothing is done to rectify this situation, further customer dissatisfaction and confusion will occur. This will result in more staff time being utilized to handle calls from claimants and employers.</p>	4	4	
		<p>More automation.</p>	6	7	<p>Div. of Emp. Security Appeals: Employers are dissatisfied when the phones are busy and they cannot call in 24 hours a day, which damages customer relations.</p>	9	10	
		<p>Div. of Emp. Security Appeals: Giving Internet access to employers and claimants would satisfy their expectations, improve customer relations, and allow DES Appeals to run more efficiently.</p>	9	9				
		<p>Creating user-friendly applications for referees to enter and update their decisions may allow faster delivery of decisions.</p>	9	9				

<p>There is no online solution to file an appeal or provide requested information for hearings.</p> <p>Customers are sometimes dissatisfied with the length of time it takes to receive a decision after a hearing.</p>								
	Lottery	New games; enhanced games are key to Lottery success; failure to enhance games will lead to player dissatisfaction.	7	8	Failure to take advantage of opportunities will over time have a negative impact on sales/profits; budget cuts have impaired the Lottery's ability to maximize the opportunities.			Continually
<p><i>Additional comments:</i> Not making data easily available.</p> <p>The permit process and the lack of "integrated" automated systems to support it.</p> <p>Not providing the whole picture of a proposed or existing project.</p>	DNR	<p>Increase easy access to desired information.</p> <p>Work with the customer to determine their needs.</p>			<p>Lack of data quality/integrity.</p> <p>Decisions made without needed information.</p> <p>Need quicker decisions concerning standards.</p>			
<p><i>Additional comments:</i> Customers would like to have us deliver <u>everything now</u>.</p>	DMH		5	6				<p>Yes – IT is not generally good at managing expectations. We need formal system request and project management processes. Educating internal</p>

								customers in project mgmt. and portfolio mgmt. could help.
	MOREnet	Customer satisfaction focus groups indicate dissatisfaction with our communication methods. Phase II of the Customer Satisfaction project with the implementation of the formal customer satisfaction survey will assist us in gauging overall customer satisfaction.	10 10	10 10	Video, inability to move now to H.264. Remote Vulnerability Assessment service not really taken off with higher education.	8 7	8 5	O = Yes, underway T = H.264-yes, underway T = No – VA service
	OSCA	Not finished with case management.						
	PSC	2002 UMC survey results showed good satisfaction with utilities. (75% were satisfied.)			2002 UMC survey indicated that there is inadequate notification of public hearings. With the implementation of FERC Order No. 2000, there will be increased usage of transmission facilities. This could result in increase costs to Missouri electric consumers. PSC staff does not have the modeling tools to determine the impact on Missouri electricity customers from this increased usage of transmission by the wholesale market. Opportunities to improve regulatory process through collaborative work with utility industry. Case efficiency round tables have been occurring to determine improvements.	8 8 8	7 7 7	T = No
	DOR	Our customer service, especially by telephone. So many requirements in order to register vehicles.	10 10	10 10				O = Yes

		<p>External Customer – sometimes multiple forms with redundant (indicative) information.</p> <p>Internal Customer – inability to handle enough requests in a timely enough manner.</p>						
<i>Additional comments:</i> Timeliness to get some services and processes done. Inability to keep up with the latest technologies.	SEMA	Gain satisfaction through the use of more efficient processes and automated programs.	9	8	Not being able to improve services because of cut in funding and/or staff.			
<i>Additional comments:</i> Slow services, lack of consistency, on-time and within budget delivery of product/services. Customers dissatisfied with lack of bandwidth. Starpro (STARS) – need an integrated product to request services and track progress. Network infrastructure does not meet expectations because of bandwidth limitations.	DSS	Formalize consistent, best-in-class business practices and provide a professional image. With increased bandwidth, DSS would be able to meet needs of new technologies and applications. Customers are able to access status of projects. Implement automated work flow and graphic applications.	6 8 7 8	7 7 8 7	Customers rely on paper and manual processes. Productivity could suffer because of the inability to provide adequate bandwidth. Customers avoid using standard request and status system. Stifle progress replacing paper reports and older applications.	8 8 6 8	8 8 8 8	
<i>Additional comments:</i> Interrupted/unavailable services (Advantage HR / Financial, Internet applications, etc.)	MoDOT	To provide more stable/reliable services to our customers.	9	5	Additional complexity of services provided.	9	5	O = No T = No
	Veterans	Length of time for VA to issue decision on claims.			Limits resources that we can provide our customers in a timely fashion.			

Customer Needs and Expectations Summary

Are our *target markets* changing? Are there emerging customer groups that we do not have products/services to help? Do we have opportunities to increase market share?

Key Trends/Issues:

- Need to increase and improve online services
- Increasing number of non-English speaking customers
- Support/services for mobile community
- MOREnet – opportunity to offer managed security

Action Needed:

- Identify opportunities to expand online services and improve existing ones
- Make information and services available to non-English speaking customers
- Expand PDA, cell and smart phone capability
- Explore managed security service via MOREnet

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CUSTOMER NEEDS AND EXPECTATIONS

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are our target markets changing? Are there emerging customer groups that we do not have products/services to help? Do we have opportunities to increase market share?	Ethics	We are working on legislation that will increase the number of people that must file online.	4	3				
	DHE	Current IT focus is entirely internal to the department; opportunities exist to reach out to the entire higher education system to help coordinate and bring system-wide efficiencies (potential impact of expanding focus would be resources being spread too thin).						
<i>Additional comments:</i> Online customer is emerging.	House	Again, increase and improve online services.						
	MDI	The growing number of Spanish-speaking Missourians provide a new audience for the Department of Insurance as well as other human service providers and regulators.	5	7				
<i>Additional comments:</i> Div. of Emp. Security: Non-English speaking claimants and employers are becoming more prevalent.	DOLIR	Division of Employment Security: Providing appropriate services for non-English speaking customers will result in better satisfaction, reduce frustration, and lessen the amount of staff time involved in seeking interpreters.	4	4	Division of Employment Security: Failure to provide appropriate services for non-English speaking customers will result in claimant, employer, and staff dissatisfaction, more frustration, and greater time spent seeking interpreters.	5	5	
	Lottery	The Lottery does not target specific markets; Lottery games vary in	10	5	Young adults are slow to embrace present product mix.			

		appeal to various groups.						
<i>Additional comments:</i> Target markets are growing.	DNR	Provide online permitting activities. Speed of these activities is increasingly important. Improving economy will increase market demand. Support/services for the mobile community.			Lack of diversity in central Missouri. Bi-lingual and assistive technology needs will continue to grow.			
<i>Additional comments:</i> Not in DMH.	DMH							
	MOREnet	Opportunity exists to serve additional markets including First Responders and state agencies. Offering enhanced security offerings such as managed firewalls, anti-virus, etc.	5 8	9 9	Certain customer groups are becoming more technically demanding and have come to expect more for less.	7	5	O = Yes, underway T = No
	PSC	Need to educate consumers and educate commission staff about consumers. Commission staff need to address consumer knowledge, skills, beliefs, attitudes and values. Consumers might benefit from knowledge of the new regulatory environment, the carrier selection process and the basics of service quality. Commission staff might benefit from knowledge of the demographics and psychographics of the market segments that comprise their target audience. Consumers need skills that allow them to make decisions, compare rates and read necessary literature. Commission staff will need skills in marketing, instructional design and community education. Consumer beliefs will be	7 7	8 8				O = No

		impacted by family, social, religious, political, work and other communities in which they function. As a result, educational materials may need to be targeted toward these “influences” rather than toward the target themselves.						
	DOR	<p>We always have a consistent influx of young customers. We could serve them better with better information and services online (tax primers, e.g.).</p> <p>As the population ages, we will have an older customer group for whom to care (see earlier entry re: social trends).</p> <p>Government-to-government (like B2B) information exchange seems to be progressing. Becoming capable in web services and related technologies as a state would facilitate this.</p>	10	7				O = Yes
<i>Additional comments:</i> I think the target market is the same. However, the method of taking care of the target market is changing. Customers are expecting more services online.	SEMA	Offer more services online with a lower cost and personnel need.	9	8	Make sure online transactions and information are secure, correct, timely and affordable for the customer.			
<i>Additional comments:</i> There is an increase of accessibility to applications by the citizens with the use of the Internet.	DSS	Provide self-service applications to the citizens which would allow 24x7 access.	8	8	Must be able to support these applications 24x7.	8	8	
<i>Additional comments:</i> MPO’s, cities, counties, other states, other state agencies, other transportation related	MoDOT	Create additional partners to better serve our customers/markets.	7	7	Not providing the expected services.	7	7	<p>O = No</p> <p>T = No</p>

constituencies, additional rural customers.								
<i>Additional comments:</i> Not sure how market share relates to our division. We currently do saturated enforcement for big events (Mardi Gras, state/county fairs) and college towns. We also have server training and badges in business to help our customer groups.								

Internal Capacity Summary

What are our greatest *employee dissatisfiers or demotivators*? What is the impact if these are not addressed? (or, if these are addressed)

Key Trends/Issues:

- Lack of salary increases and advancement/recognition
- Uncertainty of IT consolidation – threat of staff reductions
- Lack of training opportunities
- Increased work load
- Lack of organizational communication

Action Needed:

- Look for opportunities for employee recognition
- Create and implement communication plan to keep IT employees informed and engaged
- Maximize use of existing MOTEC training opportunities and identify training needs not yet met

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INTERNAL CAPACITY

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
What are our greatest <i>employee dissatisfiers or demotivators</i> ? What is the impact if these are not addressed? (or, if these are addressed)	DESE				If pay increases are not seen within a reasonable amount of time, agency staff could be lost to other departments who pay more or to other markets. IT is a very flexible field and it is not limited to state government. This loss of knowledge and experience causes delays. While no one is indispensable, the loss of some causes more problems than others. This is also coupled with the uncertainty in the future of IT in the state.	8	7	
					Lack of understanding of the procedures that IT should follow to get a good quality product. If this were better understood and accepted then frustration levels on both sides could be reduced. As part of these procedures business users and developers need to take more responsibility for and ownership of their products. Increased communication and cooperation is needed between IT personnel and business users to reduce the negative attitudes each has toward the other and to help each appreciate the work of the other. There is indecision on the part of some users in respect to automating.	9	8	

					Over extension of IT staff. Overwhelmed by quantity of high priority tasks (fear of failing to meet time table/goals and feeling guilty even though it may be out of IT's).	8	8	
					Lack of other than monetary incentives (compensation, rewards, advancement) to work hard and give quality work.	8	8	
<i>Additional comments:</i> Salary, training, advancement.	DHSS	New organization can provide better resource management and define career paths tied to state need.	8	7				
	DHE	Uncertainty regarding potential IT consolidation (can provide as much information as possible to potentially affected staff). Limited opportunity for career growth in small agencies (potential loss of trained personnel).						
	MSHP	Improve salary levels for deserving employees.	7	1	Continued staff cuts and lack of salary increases will drive away our best employees.	7	6	
<i>Additional comments:</i> Low pay, poor training, outdated technology, little recognition, poor career paths, lack of leadership, no accountability for failures. Impact is high turnover and poor productivity. Our best employees leave and our worst stay until they retire.	House	Need to reward our productive employees and rehabilitate or terminate the unproductive ones. Provide more and better training, more direction. Hold employees responsible for failure, enforce deadlines, etc.	8	10	We are already experiencing the effects of a poorly trained, non-productive workforce. We certainly have some good IT workers, but we also have some very poor ones.			
	MDI				Pay, recognition and overwork have been noted as the chief dissatisfiers within MDI; the same apply to I.S. with pay often #1.	7	7	
<i>Additional comments:</i>	DOLIR	Division of Workers' Compensation:			Division of Workers' Compensation:			

Div. of Workers' Comp.: Uninformed customers (employees and employers).		Increased education for customers reduces overhead, increases accuracy and timeliness of claims filing and reduces the amount of time to process claims.	10	9	Efficiencies and motivation will be reduced if not adequately addressed.	10	5	
Inability to create a more efficient environment (improve workflow, improve electronic processing, reduce paper).		Increased staff training will reduce amount of time to process claims.	10	9	Division of Employment Security: Efficiencies and motivation will be reduced further if not adequately addressed. Furthermore, maintaining the status quo results in more work and lower pay for staff. Employees will either retire or resign at the first opportunity. When this occurs, a staffing pattern is established that contains individuals with less experience in work-related functions.	8	4	
Lack of training.		Allow staff to take greater ownership of system by partnering to identify business process and workflow requirements.	10	8				
Div. of Emp. Security: Working with older technologies that are difficult to change. Inability to create a more efficient environment (improve workflow, develop electronic processing, reduce paperwork). Lack of training. Uninformed customers (claimants and employers).		Div. of Employment Security: Updating technologies, training staff, and increasing customer's awareness and understanding minimizes overhead, increases accuracy and timeliness, and reduces the amount of processing. Uninformed customers (claimants and employers) over the long term. Allowing staff to take greater ownership of systems by partnering to identify business processes and create automated workflow improvements will increase motivation.	10	9	If not addressed, staffing pattern will contain individuals with less experience in work-related activities.	8	3	
More work and low pay. People will retire or leave at first opportunity.					Div. of Emp. Security Appeals: Employees are frustrated with the amount of time it takes to do their tasks and with the lack of technology used in their day-to-day business.	9	10	
Div. of Emp. Security Appeals: Working with outdated technology which is difficult to change.		Create an improved working environment by increasing automation.	7	4				
		Div. of Emp. Security Appeals: A complete business analysis of all areas of business will result in improved efficiency, utilizing new technology and satisfied employees.						
<i>Additional comments:</i> Staff is continually asked to	Lottery	Provide a salary structure system more in line with a business model	10	1	Lack of salary increases negatively impacts employee morale which in			O = No

do more for the organization with little or no salary increases.		not a government model.			turn can impact performance.			
<i>Additional comments:</i> Salary inequities – within the department and state government, and with the private sector. Management support of “stove pipe” systems. Lack of communication and decision making.	DNR	IT centralization/consolidation. Entity concentration on core business versus IT. Performance-related rewards. Elimination of dual and triple data entry. Elimination of multiple data access interfaces. Elimination of redundant databases.			No positive incentives. Staff retention and morale. State government’s IT cost as a percentage of the budget versus industry practices. Use of restrictive standards. Employees may feel threatened by new technology or be unable to learn new ways to perform their jobs. Roles and responsibilities must be clear. The unknown.			
<i>Additional comments:</i> In IT we do not offer very competitive salaries, especially for the more skilled technical and managerial positions. In my opinion, pay is not a primary demotivator, but magnifies other dissatisfiers. Those are mainly lack of challenge, responsibility, training and recognition. Seeing contractors making twice as much for the same work is disheartening.	DMH		7	6				Yes – recognize good work. Invest in staff with training. Challenge and give responsibility to good performers. Give more freedom to IT management to reward excellent performers with pay increases.
	MOREnet	Important: (on a scale of 5) according to 2003 MOREnet Staff			Not important: (on a scale of 5) according to 2003 MOREnet Staff			

		Opinion Survey: Customer focus – 4.38 Teamwork and cooperation – 4.34 Participation and trust – 4.32 Strategy and leadership – 4.19 Leadership skills – 4.15			Opinion Survey: Availability of resources – 3.69 Readiness for change – 3.64 Working conditions – 3.57 Core values – 3.52 Performance management – 3.16 Quality initiatives – 3.15			
	OSCA	Poor salaries and constant threat of more reductions. Inability to finish projects due to funding. No training or tuition reimbursement.	8	10	We will lose good people.			O = in place
	PSC				OA lunch policy hurtful to staff. Tighter travel policies. Tighter conference budgets. Employees want to be kept informed of issues; provide advance notice / information. Salaries	7 7 7 9 9	10 7 7 7 7	T = No
	DOR	Some of our workplace rules are perceived as dumb; some work areas have policies that do not treat our employees as adults. Employees need a strong sense of leadership's direction; they feel dissatisfied when they feel uninformed about goals, purpose, decisions. Place more value on technical expertise. Celebrate their successes! They don't get praise from the public when they excel.	9	7	Fear of eliminating their positions.			O = No

		<p>Not having input in planning and decision making of projects that involve them.</p> <p>Organizational changes.</p> <p>Part of success deals with meeting expectations of customers. Customers have to understand the nature of technology enough to be able to get the most out of it. Effectively communicating the risks, limitations and opportunities of technology and technology staff helps customers to work with technology better and with correct expectations.</p>						
<p><i>Additional comments:</i> Low wages and lack of training.</p> <p>Impact is low motivation and lower skilled staff.</p>	SEMA	Increased wages and training would increase productivity and motivation.	9	6	High turnover and under-skilled staff.			
<p><i>Additional comments:</i> Lack of consistent communication.</p> <p>Staff is not rewarded for performance.</p>	DSS	<p>Develop and deploy a stable, consistent communication policy.</p> <p>Utilize the merit system as it was intended. Salaries should be more compatible with private industry.</p>	8 8	6 8	Lose high performers, diminished productivity, lack of professional behavior.	8	8	
<p><i>Additional comments:</i> Insufficient salary, lack of training, work environment, lack of needed technology, more flexibility in work locations, lack of input opportunities, unstable political and organizational climate.</p>	MoDOT	<p>Become more flexible.</p> <p>Increased productivity.</p> <p>Pay for performance.</p>	9	9	<p>Potential for increased employee turnover.</p> <p>Additional funding needed to address cost of living increases vs. salary increases.</p> <p>Pay for performance.</p> <p>Additional costs to obtain needed</p>	9	9	<p>O = Yes</p> <p>T = Yes</p>

					skills.			
<i>Additional comments:</i> There are several factors which fail to motivate or dissatisfy our employees. <ul style="list-style-type: none"> • Lack of adequate financial compensation. • Increase in insurance premium. • Increase in workload because of lack of funding for new or replacement of FTE. The old “do more with less” attitude. 	DPS	To identify the factors involved and take corrective measures.			Not being competitive with salary may cause a high turnover. Increase in workload with no benefits may cause decrease in output and performance.			

Internal Capacity Summary

To improve performance and be able to accomplish new strategies, what additional *human resources* do we need, e.g., staff, training? What impact if addressed (or, what impact if not addressed)?

Key Trends/Issues:

- Need for continuing education plan and budget to make it happen
- Training for IT staff to be more familiar with agency business processes
- Increase or realign existing staff to work on priority projects
- Cross-training of job duties

Action Needed:

- Create training/education plan for all IT employees
- Look for business process learning opportunities for IT staff
- Identify and inventory IT staff skill sets
- Create consolidated IT environment with ability to move staff to needed areas

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INTERNAL CAPACITY

I = importance if occurred P = probability of occurring

Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
To improve performance and be able to accomplish new strategies, what additional <i>human resources</i> do we need, e.g., staff, training? What impact if addressed (or, what impact if not addressed)?	DESE	Having someone to work with to put together a continuing education plan.	7	6	Exposure to new technologies increases the marketability of IT staff, thus making it easier for them to leave the department.	8	7	
		Additional training in new technology needs to be part of the annual budget and planning.	7	5	With older technologies being phased out, training is needed on the newer technologies.	8	7	
					Employees without the skill to do work.	6	6	
	DHSS	Backlogged projects and flexibility of staff to help manage priorities. Particularly need FTE team leads to manage contractor projects (one can manage many projects) and support staff to eliminate bottleneck in QA and implementation processes awaiting their time. Availability to fund technical training, and attend hard-to-find training even if out-of-state would motivate staff to stay for advancement, and improve the skills of staff we have already invested in with other organizational knowledge.						
	DHE	IT staff require continual training to stay current in technology (potential for increased efficiencies and capabilities; potential inability to meet needs if not addressed).						

	MSHP	Additional staff will allow us to provide better delivery of programs and services.	5	1	Staff cuts will delay implementation of virtually all projects.	7	5	
<i>Additional comments:</i> Training, high salaries, career paths, additional recognition and punishment.	House	Most of the things we could do to improve employee performance require money. We could free up that money by replacing low productive employees. Another thing we have done at the House is start a very effective internship program.			Most of our projects end up over time and over budget because of poor employee performance including management.			
	MDI	MDI I.S. staff effectiveness is a function of a combination of technical knowledge and functional knowledge; understanding of MDI processes as well as national processes is a critical element in overall effectiveness. Training and participation within department and NAIC meetings are crucial.	7	4	Without MDI I.S. participation, critical NAIC decision-making will be left to participating states, often to the detriment of Missouri issues or position.	5	5	
<i>Additional comments:</i> Div. of Workers' Comp.: Well-trained staff. Div. of Emp. Security: Well-trained staff. We need to create additional positions as "business analysts". Div. of Emp. Security Appeals: Funding is federally mandated through the Federal RJM (Resource Justification Model) process. No significant changes expected.	DOLIR	Division of Workers' Compensation: More efficient claims processing and utilization of automation resulting in more satisfied customers, and reducing claims processing time. Div. of Employment Security: More efficient claims processing, employer registrations, and utilization of automation results in greater customer satisfaction, reduced processing time, and improved morale. Improved knowledge of division data flow and processes includes system design, new technology, and related training. Creating additional positions as "business analysts" will help achieve this goal.	10 10	9 9	Division of Workers' Compensation: Lack of training investment in staff resulting in low morale and inefficient use of resources. Division of Employment Security: Failing to invest in training results in low staff morale and inefficient use of resources. Resistance to change occurs when staff is transferred from high technology to business. Availability of funding to establish such positions. Transitioning our skill sets to better business understanding.	10 10 9	6 5 3	

		To improve knowledge of agency data flow and process improvement to include improved system design.	9	5			
<i>Additional comments:</i> More people at point-of-sale interacting with players.	Lottery	Need to maintain staff training through OA. Provide better training to players and improve Lottery image through partnership experiences at retail for players and retail agents.	7	1			O = No
<i>Additional comments:</i> No need for more traditional IT staff, but re-allocation is required. Additional GIS staff are needed.	DNR	Hire fewer but higher quality staff that are capable of working autonomously and adhering to the strategic goals of state government. Centralization will eliminate duplicate and inefficient efforts. Ability to address issues from an enterprise perspective.			Culture and lack of management support. Training and aptitude of existing staff.		
<i>Additional comments:</i> Overall ability is at a premium. If we are to maintain productive IT staff we have to hire high ability, motivated people and invest in them.	DMH		7	8			Yes – form a separate IT organization – free of merit system pay and rules! Allow competitive pay. Invest in training. Treat this organization as an internal service organization that has to compete with private organizations.
	MOREnet	CISSP training for security staff and customers – increasing sophistication of security threats, impact of not	9	9	Budget uncertainty can motivate best staff to look for a more stable environment.		O = Yes underway

		<p>being able to conduct mission-critical functions.</p> <p>Fill vacant Unix System Administrator – System OS upgrade cycle time is increasing and proactive patch cycle time is beginning to creep up. Additional services.</p> <p>Fill vacant technical trainer position – unable to move curriculum to new delivery modality; reduce onsite or in-service training activities.</p> <p>Additional Help Desk support for customers – must accommodate increased usage of existing services and new service offerings.</p>	8	8				<p>O = Yes, frozen</p> <p>O = Yes, frozen</p> <p>O = Yes T = Yes</p>
	OSCA	<p>Poor salaries and constant threat of more reductions.</p> <p>Inability to finish projects due to funding.</p> <p>No training or tuition reimbursement.</p>	8	10	We will lose good people.			
	DOR	<p>Technology assessment to find out where we stand in our workplaces. What additional needs do we have? We need to nurture and repair (when needed) the relationship between the business process and technology areas.</p> <p>There's a significant state investment in Java technology. However, Microsoft .Net seems to be gaining significant market share. A shared state infrastructure (SDC) to support .Net would potentially eliminate redundant investments in department</p>	8	6				O = Yes

		.Net Internet application servers. (This could also be classified as a “threat”.)						
<i>Additional comments:</i> Training, tuition reimburse- ment (budget constraints have limited our ability to execute existing strategy). Realignment of staff with better salaries would help ensure that the staff employed would be greater quality.	DSS	Maintain a workforce capable of delivering cutting-edge solutions. Realign staff to accomplish new strategies.	8 8	6 8	No incentive for self-improvement. Pay inequity with private sector does not allow state government to attract or retain high quality individuals.	8 8	7 3	
<i>Additional comments:</i> FTE cap prevents appropriate staffing levels. Can’t keep up with technology and customer expectations.	MoDOT	Increased staff to provided needed services. Increased staff morale resulting in increased production, satisfaction, etc. Reduction in employee turnover.	8	8	Highly specialized skills may require higher expenses. Increased costs. Reduced services.	8	8	O = Yes T = Yes
	Veteran’s	Additional training and education for new technology. Additional staff needed to meet demands in services to cover all areas of the state.			Limited funding available.			
<i>Additional comments:</i> Cross-training when applicable would help improve performance. If not addressed, the division may rely too much on a certain FTE who has unique or specialized job duties or requirements.	DPS				As mentioned, the division may rely or be dependent in certain areas. Cross training may help deter the threat.			

Internal Capacity Summary

To improve performance and be able to accomplish new strategies, what changes in *work design* do we need, e.g., new technology, redesigned office space, integrated delivery of products? If these changes are made, what impact will it have?

Key Trends/Issues:

- User education of project management and system development life cycle
- Business process engineering - enhanced automated workflow process
- Co-location with primary customer groups
- End user reporting tools and expanded data sources
- Efficient and up-to-date electronic equipment and tools/software

Action Needed:

- Provide high-level sessions on project management and system development life cycle for business users/management
- Look for opportunities within and across agencies to do business process engineering to gain resource savings
- Maximize ability for end user to create own reports rather than requests to IT divisions
- Create and follow life cycle replacement schedule for electronic equipment and software

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INTERNAL CAPACITY

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
To improve performance and be able to accomplish new strategies, what changes in <i>work design</i> do we need, e.g., new technology, redesigned office space, integrated delivery of products? If these changes are made, what impact will it have?	DESE	Give the users a better understanding of project management and the system development life cycle.	9	1	Internet connection to state government. Services are being pushed to web but lack of bandwidth is a problem.	10	10	
		Maintain a usable computer environment with up-to-date equipment and technology.	8	6				
		Having all business users who participate in IT projects go through a basic project management training so that they understand what goes into a project would be helpful. Such basic training might help the business user and the IT staff assigned to the project to be more productive and the user to be more definitive in what they need and want. Both will have increased awareness of the responsibilities of each side, can develop better specifications and negotiate a reasonable timeline.	8	7				
	Ethics	New legislation is need to change laws about online filing of personal financial discloser documents.	5	2				
	DHSS	Business Process Engineering can dramatically improve processes to save money, eliminate bottlenecks, speed up service to our customers, improve quality, reduce paper and the space required to store it, distribute work closer to the			If we don't replace obsolete technology (i.e., IDMS) we may have to pay increasing proportional costs to support licenses to benefit fewer programs.			

		customer (internet applications), free up office space with more mobile computing such as Senior Services Technology Pilot.						
	DHE	It is important to be co-located with primary customer groups as much as possible. (If not, there is a potential loss of coordination, exchange of information, and services.)						
<i>Additional comments:</i> We need a new more accountable org structure. I believe that a leaner, more efficient IT community would be more productive at a lower cost.	House		5	5				
	MDI	The MDI has had moderate success automating workflow and approval processes such as Leave Request and Timesheet Entry/Approval as well as with document imaging; yet, many other opportunities are planned.	5	7				
<i>Additional comments:</i> Dept. of Labor & Ind. Rel. Provide end user reporting data tools and expanded data resources to increase the ability to provide on demand reports. Div. of Workers' Comp. Efficient up-to-date electronic equipment (computers, scanners, etc.) Allow correspondence to be tailored to business needs and case requirements rather than driven by time frames eliminating unnecessary printing and postage.	DOLIR	Dept. of Labor and Ind. Relations: Business users will create and generate on demand reports enabling more informed business decisions, improved job performance and timelier response to citizen and stakeholder information requests, resulting in better service to our customers. Reduce the number of routine information requests to IT staff, assisting in maximizing IT resources for higher priority requests. Div. of Workers' Compensation: Increases productivity, reduces calls to help desk, reduces down time,	10 9 10	5 5 9	Dept. of Labor and Ind. Relations: Increased IT effort required to develop and maintain data warehouse, security and other requirements. Research and acquire end-user reporting software. Significant education effort will be required for initial and ongoing education of customers on the use of the tool. Invalid information reported to public due to incorrect use of software and lack of understanding of data. Div. of Workers' Compensation:	9 5 10	5 5 9	

<p>Upgrade image scanning subsystem will improve accuracy, speed and automation of scanning which reduces DWC staff's time.</p> <p>Upgrade image system to content manager.</p> <p>Review of current processes and business process reengineering.</p> <p>Research conversion of incoming and outgoing DWC forms to an electronic format.</p> <p>Div. of Emp. Security: Review and critique the current processes in order to plan and program for the future. Efficient up-to-date electronic equipment (computers, scanners, etc.) allows smoother operations and more efficient use of business customer time. If these changes are made they will: *Allow correspondence to be tailored to business needs and case requirements rather than driven by timeframes. *Upgrade image system to content manager. *Perform business operations analysis to</p>		reduces maintenance expense and improves employee morale.			Increased maintenance expense, backlogs in work and loss of efficiencies if equipment is not kept updated.	10	5	
		Maximize effectiveness of case management, while reducing printing, handling and postage expense and saving DWC staff time.	9	8				
		Upgrade to scanning subsystem will improve accuracy, speed and enable further automation, reducing DWC staff time.	9	10	Failure to pursue automation initiatives presents great risk to Workers' Compensation, by not identifying current problems in business process systems cannot be put into place to support the division moving forward, resources cannot be maximized and will cause delays and poor service to customers and stakeholders.	10	5	
		Improve imaging interfaces, provide electronic workflow, allow for additional automation opportunities such as moving toward accessing images on the web.	9	10				
		Make business operations more efficient, identify automation current and future needs, streamline business processes, align the business with current and future workers compensation initiatives.	10	10	Div. of Employment Security: Heavier workloads and less staff to do this work could result in poorer service to the citizens of Missouri. If equipment is not kept updated, maintenance expenses rise, work backlogs occur, and efficiencies decline. Failure to pursue automation initiatives presents a great risk to the division. If current problems in business processes are not identified, systems cannot be put into place to support moving forward. Resources cannot be maximized, resulting in delays and poor service to customers and stakeholders.	5	5	
		Save staff time, reduce over-all time of processing claims, reduce paper and postage.	9	8				
		Div. of Employment Security: Increased productivity, reduced calls to the Help Desk, minimal down time, lower maintenance expenses, and improved employee morale.	8	5				
		Improved performance and better service to the citizens of Missouri.	7	5	With more work to perform and less staff to do it, less service could happen for citizens of Missouri.	5	5	
		Div. of Emp. Security Appeals:						

<p>identify automation needs and align business with current initiatives. Yes, all of the above. Smoother operation and more efficient use of business customer time.</p> <p>Div. of Emp. Security Appeals: New technology, web applications, user-friendly applications for referees to enter/update decisions.</p> <p>Integrate some of the mailings, such as sending the packets with the notices of hearings.</p>		<p>Digital recorded hearings would eliminate the manual storage of cassette tapes, which are stored for 3 years.</p> <p>Referees entering their own decisions will save staff time and be more efficient.</p> <p>Sending out packets with docket notices would save time, postage and confusion to involved parties.</p>	10	9				
<p><i>Additional comments:</i> Provide products with more entertainment value to players.</p> <p>Utilize new technology as much as possible, while maintaining consistent security standards.</p>	Lottery	Continually keep abreast of the marketplace to identify Lottery vendors and products that enhance the players' experience.	7	6	Introducing new technologies and methods either too often or too many at one time can hamper performance due to the training and orientation of staff and retailers.	8	5	<p>O = No</p> <p>T = No</p>
<p><i>Additional comments:</i> Governor Blunt's budget recommendations will drive changes that significantly impact the way IT currently functions.</p>	DNR	Integrated development of new systems to include GIS, document management and data warehouses.			Lack of documented business processes.			
<p><i>Additional comments:</i> We are increasingly relying on contracted developers for state systems. This has implications in cost and potential last expertise.</p>			6	7				<p>O = Yes – the state could operate a development team of 50 or more top</p>

								developers who could be agency assigned to projects as needed. This would cost less than hired contractors and would maintain the corporate knowledge within the state.
	MOREnet	Reorganization likely after organization-wide roles and responsibilities analysis completed.	8	10				Yes
		Select roles and responsibility clarifications as required – router and circuit responsibility, research responsibility, marketing responsibility.	8	10				Yes, complete
	OSCA	Full rollout of CMS brings integrated delivery of products and information.	10	10				In place
	DOR	Technology assessment to find out where we stand in our workplaces. What additional needs do we have? We need to nurture and repair (when needed) the relationship between the business process and technology areas. There's a significant state investment in Java technology. However, Microsoft .Net seems to be gaining significant market share. A shared state infrastructure (SDC) to support .Net would potentially eliminate	8	6				O = Yes

		redundant investments in department .Net Internet application servers. (This could also be classified as a “threat.”)						
<i>Additional comments:</i>	SEMA	The use of new technology may increase productivity and give the customer what they want faster and easier.	8	8	Not having the funding to purchase and implement new technologies.			
<i>Additional comments:</i> Work flow studies and tools to streamline would be beneficial.	DSS	Procure tools to help streamline work flow.	8	5	Requesting work and the processing of work continues to be a slow process.	8	8	
<i>Additional comments:</i> Additional space to accommodate various technological needs such as testing environments, co-location of employees to one common area, etc. Ability to form project/work teams with appropriate skills to solve business problems. On-site childcare / senior adult care. On-site fitness center. Windows for everyone. On-site cafeteria / food service.	MoDOT	Increase employee morale resulting in increased production, reduced absentee rates, employee retention, reduced medical/benefit costs, etc.	8	5	Additional costs. Additional liability. Low employee morale.	8	5	O = Yes T = Yes
	Veterans	Redesigned and improved office space would benefit security and productivity for customer service.			Limited budget to meet these needs.			
<i>Additional comments:</i> As far as IT is concerned, we need newer equipment to improve performance.	DPS				Inadequate/poor job performance due to lack of PC/OS integration and purchase of new equipment.			

Mandates/Directives/Guidance Summary

Are there any changes in *federal legislation* or other changes at the national level that may impact us? What is the expected impact?

Key Trends/Issues:

- DESE – various reporting and assessment requirements from feds
- DHE – reauthorization of Federal Higher Education Act and Pell Grant
- MDI – State Modernization and Regulatory Transparency (SMART)
- DOLIR – Reform legislation and work to meet cross-matching requirements
- DMH-DHSS-DSS – increased security and privacy regulations
- DOR – IRS tax mandates, streamlined sales tax, USA PATRIOT Act requirements

Action Needed:

- Monitoring of federal legislation for passage and implementation details and timeframes

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MANDATES/DIRECTIVES/GUIDANCE

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there any changes in federal legislation or other changes at the national level that may impact us? What is the expected impact?	DESE				Additional requirements of the DBAs time will be required during a peak time of year, thus reducing the amount of time available to assist the development group with new systems or with problems.	9	7	
					Changes at the federal level can affect payment/data collection applications.	8	8	
					NCLB – more reporting and assessment requirement.	5	7	
	DHSS	Federal IT legislation may present new opportunities for automation. Mirroring federal enterprise architecture will increase grant money targeted for health services may allow for automation of manual processes or new programs.						
	DHE	Reauthorization of the Federal Higher Education Act (potential DHE IT impact). Pell Grant (potential DHE IT impact).						
Additional comments: Voter Act, HIPPA, privacy laws, No Child Left Behind. These all place a great burden on IT resources.		Opportunity to increase our services offered, but the problem is the resources to make it happen.	8	10				
	MDI				The proposed SMART Act (State Modernization and Regulatory	7	5	

					Transparency) represents a push at the federal level to mandate uniformity and standardization of insurance regulation across all states. The Feds have been posturing for several years to take the regulation of the insurance industry away from the States and their Legislature in favor of a “national” regulatory framework.			
<i>Additional comments:</i> Div. of Emp. Security: The United States Dept. of Labor is beginning to allow cross matching of state data to other federal information.	DOLIR	Division of Employment Security: Unemployment Insurance / Employment Services (UI/ES) Reform legislation is currently pending before the United States Congress. The division is redesigning a major process to meet the cross matching data requirements. This will result in improved performance across the division. Major process design to applications to meet requirements of cross matching data and improve performance with cross matching.	8	5	Division of Employment Security: If the Unemployment Insurance / Employment Services (UI/ES) Reform legislation is currently pending before the United States Congress is not enacted, misuse of funds and data could occur.	8	5	
<i>Additional comments:</i> Always a possibility. The emphasis on homeland security and paper elimination will continue.	DNR	Homeland security funds should be pursued to support data integration and GIS initiatives. DNR data could easily be critical when responding to an incident.			Lack of support and funding for data integration initiatives. Need more input into the state homeland security plan.			
<i>Additional comments:</i> Increased security and privacy regulations – SarbOx, HIPAA, etc.	DMH		7	9				Yes – most of these new regulations require us to do what we should be doing anyway. However, we need to use moderation to implement

								“appropriate levels” of controls. There is no end to what we could spend on security and COOP/COG.
	MOREnet				Negative changes to Universal Service Fund (eRate).	8	3	Yes, underway
					No Child Left Behind Act (NCLB) – interpretation of standards, failure to meet standards.	6	3	No
					Digital Millennium Copyright Act (DCMA) – copyrighted material, registered contacts.	3	10	Yes
					Patent laws – video and Unix licensing lawsuits.	3	3	No
					Storage of e-mail, IM and other public records.	8	8	Yes
					Discloser of nonpublic information – Gramm-Leach-Bliley Act, FTC, et al.	9	3	Yes
					Privacy acts – FERPA, CIPA, HIPAA, non-authorized release of private records.			
	OSCA	Homeland security information sharing.	5	10				O = in place
	PSC	Changes in federal energy policy could impact PSC with the creation of standards for distributed energy generation.	7	8	LIHEAP (Low Income Heating Energy Assistance Program) – potential elimination/reduction in federal funding thereby reducing the need for financial support for low-income weatherization program.			O = No T = No
		Regional Transmission System / Independent System Operator	6	8				O = No

		<p>Formation: PSC needs to remain active; however, a pending PSC retirement will cause a severe loss of nationally recognized expertise in this area. PSC needs to “grow” and train someone and attempt to transfer as much knowledge as possible before the retirement occurs.</p> <p>Changes may occur as a result of security concerns by the Department of Energy/National Association of Pipelines. Utility companies may be required to have prescribed plans, and it will be the PSC’s responsibility to enforce and ensure compliance. This impacts most utilities (gas, water, nuclear energy plants).</p> <p>Safe Water Act requires infrastructure improvements, and such improvements undoubtedly would cause companies to seek rate increases to cover costs.</p>	8	8	<p>Market Monitoring – FERC has regionally located competitive analysis staff that is responsible for monitoring markets real-time. The intended purpose is to detect/prevent California incident from reoccurring.</p> <p>Changes in HUD requirements may impact federal funding received by the agency.</p>			<p>T = No</p> <p>T = No</p> <p>O = Yes</p> <p>O = No</p>
	DOR	<p>IRS tax mandates that will affect our customers.</p> <p>USA PATRIOT Act requirements (for standardization) at Federal level.</p> <p>Streamlined sales tax will affect systems.</p>	9	9				<p>O = Yes</p>
<i>Additional comments:</i> HIPAA security regulation compliance, SACWIS, Medicaid, Social Security reform. Require computer program changes.	DSS	Formalize department security program. Streamline business practices and services.	8	10	Security measures require additional load on workforce, potential negative financial impact to state, compressed deliverable timeframes without fixed requirements in place. Having sufficient resource to implement computer system changes.	8	10	

Mandates/Directives/Guidance Summary

Are there changes in *state legislation* or other changes at the state level that may impact us? What is the expected impact? Are there changes that are needed that we could propose?

Key Trends/Issues:

- DESE – establishment of new foundation formula
- DHE – A+ reimbursement changes
- MDI – variety of fee, insurance mandates, licensing changes, accountability amendments to Workers' Compensation, Unemployment Trust Fund, SUTA Act, Unemployment Labor Standards requirements
- DOR – new driver licensing requirements and streamlined sales tax
- DSS – Medicaid and other program changes
- Network consolidation
- E-mail server consolidation
- IT statewide consolidation
- Sunshine Law provisions for electronic storage of records

Action Needed:

- Monitoring of state legislation for passage and implementation details and timeframes

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MANDATES/DIRECTIVES/GUIDANCE

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Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
Are there changes in <i>state legislation</i> or other changes at the state level that may impact us? What is the expected impact? Are there changes that are needed that we could propose?	DESE	The establishment of a new Foundation Formula would provide the momentum to remove the current Formula from the mainframe environment to new technology. In addition, it would provide for more knowledge of the mechanical workings of the formula as most of that knowledge is with people who are eligible for retirement.	10	5	The date for implementation of a new Foundation Formula could be a threat in the timeline necessary to complete the programming required. It is likely that a very short time period will be allowed to complete this effort.	9	8	
		There is a possibility that some separate payments will be eliminated. If this occurs, there would be fewer payments to run.	7	5	Possible school funding changes could affect applications.	10	7	
	Ethics	Many bills this year, but none are major impacts to IT.						
	DHSS	Consolidation of technology resources: Standardization through architecture. Result in standardization of e-mail systems. New data sharing opportunities may allow one-stop shopping for recipients of Missouri services. Potential savings and improvement in performance and security in telco and network areas.			Changes to Medicaid may require changes to computer systems.	9	6	
	DHE	Tuition Grant Program (potential			Potential loss of CBHE authority and			

		DHE IT impact). A+ Reimbursement changes (potential DHE IT impact).			recognition (potential DHE IT impact).			
<i>Additional comments:</i> Network consolidation like proposed last year would have a huge impact, but I think would benefit in the long run. I haven't seen any other proposed legislation that would have a large effect on us here at the House or on state IT as a whole. However, the latest rule changes at the House are having a pretty big effect on my department. We are reprogramming or creating custom applications to deal with the rules changes.	House				New legislation can have a huge impact on state IT, although it is usually an additional burden for certain agencies only.			
	MDI	A variety of insurance mandates, fee or licensing changes, accountability requirements, and reporting requirements are added to statute each year for MDI and, in turn, the I.S. staff to implement.	6	7				
<i>Additional comments:</i> Div. of Workers' Comp. Senate Bill 1 – proposed amendments to the Workers' Compensation law. Mandate the use of EDI for filing the First Report of Injury and other documents. Div. of Emp. Security:	DOLIR	Division of Workers' Compensation: Provide a more efficient environment for the Division of Workers' Compensation to effectively manage cases and provide services to injured employees and employers. Streamline the flow of cases going through the system. Reduced Workers' Compensation insurance premiums would assist	10 9 10	10 9 9	Division of Workers' Compensation: Revisions to the Workers' Compensation law will cause an initial spike in the workload and increase the time to process claims, while the changes filter through the system. Extensive resources will be required initially for the implementation of the law changes. Current business processes and supporting technology for all parties will be required to	10 10	9 9	

<p>House Bill 533 and Senate Bill 345 seek to amend Missouri statutes to include Public Law No. 108-295, the “SUTA Dumping Prevention Act of 2004,” which was signed by the President on August 9, 2004. This legislation requires states to amend their statutes to include certain provisions as delineated in UIPL 30-04 and 30-04, Change 1.</p> <p>Senate Bill 163 seeks to allow the use of the Unemployment Comp. Trust Fund (UCTF) monies to be used for interest and administrative costs, which would create a conformity issue.</p> <p>Alternative Financing and SUTA dumping legislation has been proposed. Expected impact is additional staff time to meet these requirements.</p> <p>Div. of Labor Standards: House Bill 197 seeks to prohibit employment or contracting of illegal aliens.</p> <p>Senate Bill 291 would require contractors to submit payroll records rather than wage records to</p>		<p>more employers in locating in the state, providing increased employment and improving economic climate.</p>			<p>change to meet the requirements of the law changes. Education will be mandatory and ongoing for some time to allow internal staff, customers and stakeholders to fully understand the revisions and their impact.</p>			
		<p>Increased education will be an opportunity for internal staff and Workers’ Compensation customers to understand the revised law and how the changes can be used to maximize improvements in the system.</p>			<p>Mandatory filing of the EDI First Report of Injury may adversely affect some insurers and TPAs that do not have the adequate technology in place to report electronically.</p>			
		<p>Eliminate all paper reporting for the First Report of Injury, saving DWC staff resources and improving timeliness of injury filing.</p>			<p>Division of Employment Security: Legislation has been introduced before the Missouri General Assembly that would impact the DES. Proposed state legislation (Senate Bill 163) appears to contain language that does not conform to federal law.</p>			
		<p>Division of Employment Security: Legislation has been introduced before the Missouri General Assembly that would impact the DES. Proposed state legislation (House Bill 533 and Senate Bill 345) appears to contain language that would conform Missouri law to federal law. Failure to pass the proposed legislation could cost Missouri employers as much as \$990 million annually due to the loss of Federal Unemployment Tax Act (FUTA) credits and the DES an estimated \$40 million in federal administrative grants, since the current law does not conform to federal statutes.</p>			<p>If Missouri’s law is determined to be out of conformity with federal law, the consequence could be a loss of certification for FUTA credits. A loss of certification would cause: 1) contributing Missouri employers to lose as much as \$990 million annually in FUTA credits and 2) the DES to lose approximately \$40 million annually in administrative funds.</p>			
		<p>The unemployment fund will stand on more stable conditions if the legislation is implemented.</p>			<p>Division of Labor Standards: HB197 adds new enforcement requirements for Wage and Hour field staff to document citizenship status of workers on Public Works projects.</p> <p>SB291 would significantly increase the number of forms the DLS receives</p>			

use in calculating the Prevailing Wage. Div. of Emp. Security Appeals: Some recent UI law changes regarding eligibility and fraud penalties are in the process of being implemented, however these are not expected to have a significant impact on UI appeals.		Division of Labor Standards: Ensures that all workers on Public Works projects are documented aliens or citizens of Missouri.	8	6	(45,000 a year or more) and would increase their workload. Either of these could increase the need for additional staff to process.			
<i>Additional comments:</i> Governor Blunt's budget recommendations will drive changes that significantly impact the way IT currently functions.	DNR	IT centralization. IT as a business enabler. Including technology representatives at the early stages of policy deliberations.			IT centralization. Lack of a thorough understanding of the technological impact of policy changes may lead to changes that are much more expensive or time consuming than necessary.			
<i>Additional comments:</i> Almost every piece of state regulation has IT impact. This is sometimes overlooked.	DMH		5	9				Yes – be sure IT reviews all regulations. Speak with one voice in IT.
	MOREnet				Sunshine law – storage of e-mail, IM other public records. SB299 – poor definition of performance metric. Potential restriction of Life Science Research (stem cell, closing, etc.) impact our research community. Will this impact our ability to carry their traffic?	8 8 3	8 2 6	T = Yes T = No T = No
	PSC	Quality of service standards are needed in other utilities similar to telephone industry (Chapter 32).	7	10	ISRS (Infrastructure Replacement) legislation results in customer surcharges that most probably will	8	7	O = No T = No

		Staff has been actively participating in formal cases to gain reporting of quality of service data.			result in a greater number of inquiries from consumers and the hiring of seven FTE used to determine reasonableness of utility charges.			
		Public safety – should there be work environment safety standards?	8	7				O = No
		Utility industry has taken an active role in initiation of statute modifications favorable to the industry. Agency resources to implement changes are delayed and subject to severe limitations.	7	5				O = No
	DOR	IRS tax mandates that will affect our customers.	9	9				O = Yes
		USA PATRIOT Act requirements affect our commercial drivers, especially.						
		New driver licensing requirements (for standardization) at Federal level.						
		Streamlined sales tax will affect systems.						
<i>Additional comments:</i> Medicaid and other program changes require computer system changes.	DSS	Standardize products and processes. Reduce state's expense for Medicaid.	6	9	Having sufficient resources to implement system changes.	9	7	
	STO	Self-funding legislation has been introduced and will impact our funding source and hopefully for the better.			Self-funding legislation would not pass and our funding would be reduced by legislatures creating cuts to our office.			
<i>Additional comments:</i> Possible funding cuts, staff may be reduced.	DPS				Similar to that of the state funding trend.			

Mandates/Directives/Guidance Summary

Are *councils or commissions* making/considering policy changes that impact us OR can they be of help in improving performance? What is the expected impact?

Key Trends/Issues:

- Information Technology Advisory Board
- State Government Review Commission
- DHSS – Nursing Home Association and Missouri Hospital Association
- DHE – Coordinating Board for Higher Education (CBHE)
- MDI – NAIC
- DOLIR – Board of Unemployment Fund Financing, Workers’ Compensation Research Institute, International Association of Industrial Accident Boards and Commissions
- DMH – Mental Health Commission
- MOREnet – Public Service Commission, CBHE, Missouri Highway Commission, MOREnet Council

Action Needed:

- Monitor organization meetings for policy changes

**Missouri Environmental Scan Summary – Agency IT Divisions
February 2005**

MANDATES/DIRECTIVES/GUIDANCE

I = importance if occurred P = probability of occurring

Discovery Questions	Agency	Opportunities	I	P	Threats	I	P	Strategy will be proposed
<i>Are councils or commissions making / considering policy changes that impact us OR can they be of help in improving performance? What is the expected impact?</i>	DESE				Mandates could be made that would not be to the advantage of the smaller agencies.	7	6	
	Ethics	If need we can ask our Commission to make a ruling, but none are planned at this time.						
	DHSS	Community Connection Nursing Home Association Missouri Hospital Association Area agencies on Aging may be sources of grant funding.			Nursing Home Association influences priorities. Missouri Hospital Association influences priorities.			
	DHE	Coordinating Board for Higher Education (potential DHE IT impact). 2005 State Government Review Commission (potential DHE IT impact).						
	MDI	Through collaborative and cooperative agreements of the NAIC, national committees oversee the design, development and deployment of new data collection, as well as income-producing and regulatory	5	5	The NAIC can grow into a powerful, policy-making body if left unbridled by state participation; information systems with their inherent data structures, can become powerful tools to influence state direction and	5	5	

		systems that often provide enhanced products or services to companies, producers and consumers. The MDI utilizes some of these systems to supplement its own information framework and submits data to many systems.			decision-making.			
<i>Additional comments:</i> Div. of Workers' Comp.: WCRI (Workers' Compensation Research Institute) provides ongoing statistical analysis of the Workers' Compensation industry in the USA and recommends guidelines and best practices. The IAIBC (International Assn. of Industrial Accident Boards and Commissions) is a national organization that provides a forum for discussion of Workers' Compensation issues and policies. The IAIBC establishes guidelines and standards for all EDI reporting.	DOLIR	<p>Division of Workers' Compensation: Both of these organizations can be of help as Workers' Compensation can take advantage of best practices and recommendations. As the Division continues to expand and promote the use of EDI for electronic reporting, the IAIBC will be a valuable resource.</p> <p>Div. of Employment Security: The Board of Unemployment Fund Financing (BUFF) currently has statutory authority to issue up to \$450 million in bonds and/or commercial loans to restore solvency to the Unemployment Compensation Trust Fund. If the BUFF issues an adequate amount in bonds and/or commercial loans, the Missouri Unemployment Compensation Trust Fund could become solvent.</p>	7	7	<p>Division of Employment Security: The Board of Unemployment Fund Financing (BUFF) currently has statutory authority to issue up to \$450 million in bonds and/or commercial loans to restore solvency to the Unemployment Compensation Trust Fund. If the BUFF fails to issue an adequate amount in bonds and/or commercial loans, the Missouri Unemployment Compensation Trust Fund could remain insolvent.</p>	7	5	
	DNR	Use of GIS and DNR-held data to satisfy their information needs.			Lack of communication and coordination between these entities and the department concerning possible impact of their policy changes.			
<i>Additional comments:</i> ITAB and the State Mental Health Commission both have a large effect on DMH IT operations.	DMH		9	9				Yes – ITAB has been a strong vehicle for statewide IT decision making and

								coordination. It helps me in setting and enforcing policy decisions within DMH. The MH Commission can obviously determine courses of action that affect DMH IT. By participating in both I can at least be aware of changes and perhaps influence decisions.
	MOREnet	Public Service Commission – more competitive circuit costs.	3	3				O = No
		Coordinating Board for Higher Education – increased shared network funding.	7	1				O = No
		Missouri Highway Commission – access to MoDOT fiber.	9	7				O = Yes, underway
		MOREnet Council – freeze bandwidth capacity to K12, libraries and public higher education sites.	8	3				O = Yes, underway
<i>Additional comments:</i> Many councils and commissions confer on social service issues which facilitate policy changes.	DSS	State resources are used to respond to most needy groups.	7	7	Having sufficient resources to implement system changes.	7	7	

These result in computer system changes.								
	Veterans	Strategic plan developed to improve quality of care that is under constant review by the Commission.			Limited funding and resources hinder our ability to meet our future goals.			